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EDITORS' INTRODUCTION

By Drs. Eric H. Kessler* and Ping Wang **

It is with great joy that we celebrate the fifth anniversary of *Lubin Business Review* (LBR), founded on the mission of translating cutting-edge research for practical use by today's business professionals. In doing this, we share with you an impressive array of focused single-page abstracts of recently published academic journal articles and scholarly books written by our Lubin faculty, directed toward providing valuable insights and useful tools to the Pace community and beyond. Whereas the titles and topics vary across the years, our format remains disciplined and steadfast—distilling fundamental gists under the headings of: a) Issue and Importance (engagement challenges), b) Main Findings (innovative solutions), and c) Practical Implications (impactful actions).

As with previous issues of LBR, this fifth issue addresses a wide range of business interests spanning a host of regions, disciplines, and industries. In all, 22 unique contributions are included.

JOURNAL ARTICLES

From an **Accounting** perspective: 1) Dr. Samir M. El-Gazzar writes about *An Examination of Management Responsibility in Shock Events on Shareholders' Wealth and Reputational-Repair Actions to Rebound Losses*; 2) Dr. Myojung Cho writes about *Principles-Based Accounting Standards and Audit Outcomes: Empirical Evidence*; 3) Dr. Kam C. Chan writes about *Corporate Environmental Performance, Legal Origin, and Investor Protection*; and 4) Dr. Picheng Lee examines *The Effect of Auditor Industry Specialization and Board Independence on the Cash Flow Reporting Classification Choices Under IFRS: Evidence from Taiwan*.

From a **Finance** perspective: 5) Drs. Marcus Braga-Alves and Matthew R. Morey write about *ESG Government Risk and International IPO Underpricing*; 6) Dr. Niso Abuaf discusses *Global Equity Investing: An Efficient Frontier Approach*; and 7) Drs. Iuliana Ismailescu and Burcin Col write about *Cross-Border M&As and Credit Risk: Evidence from the CDS Market*.

From a **Law/Taxation** perspective: 8) Dr. Jessica A. Magaldi writes *All's Fair in Love and War but Nothing's Fair Use on YouTube: How YouTube Policies Favor Copyright Owners and Hinder Legal Fair Use*; 9) Dr. Philip G. Cohen pens *Thoughts Regarding the Application of the Step Transaction Doctrine to the Section 351 Control Requirement and Complex Media, Inc. v. Commissioner*; and 10) Dr. Mark Fichtenbaum discusses *The Death of MODA—Or so we Hope*.

From a **Management** perspective: 11) Dr. Janice Winch looks at how *The Type of Pharmaceutical Payments to Physicians Affects Prescription Behavior over Time*; 12) Dr. E. Susanna Cahn examines *Business and/or Ethics? A Framework for Resolving Multicriteria Decision Dilemmas*; 13) Dr. Claudia G. Green writes about *Crisis Remote Learning During the COVID-19 Pandemic: A Global Case Study in Tourism*; and 14) Dr. Donghwi (Josh) Seo discusses *When Opportunity Meets Ability: The Moderating Effects of Prolific Inventors on Novel Drug Innovation Following Product Development Failure in Biotechnology*.

From a **Marketing** perspective: 15) Dr. Chongyu Lu writes *Fortune or Prestige? The Effects of Content Price on Sales and Customer Satisfaction*; 16) Dr. Eunhee (Emily) Ko discusses *Suspicious Online Product Reviews: An Empirical Analysis of Brand and Product Characteristics Using Amazon Data*; 17) Dr. Canan Corus writes *If at First You Do Succeed, Do You Try, Try Again? Developing The Persistence-Licensing Response Measure to Understand, Predict, and Modify Behavior Following Subgoal Success*; and 18) Dr. Pradeep Gopalakrishna dives into *Synergistic Effects of Market Orientation Implementation and Internalization on Firm Performance: Direct Marketing Service Provider Industry*.

Additionally, we feature encapsulations and commentaries about two books recently distributed by established global publishing houses.

BOOKS

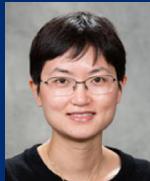
The first book (Abstract 1) is: Dr. Ibraiz Tarique's: *Contemporary Talent Management: A Research Companion* (published by Routledge in 2024), along with commentary by Dr. Patrick McGuigan.

The second book (Abstract 2) is: Dr. Eric H. Kessler's *Global Leadership and Wisdoms of the World: Insights from 17 Language Cultures* (published by Edward Elgar in 2024), along with commentary by Dr. Uzoamaka Anakwe.

As always, we invite you to browse through these articles, and if one or more are of particular interest, contact the Lubin Office of Communications and External Relations, at lubin@pace.edu, with inquiries about the authors and their work.



* **DR. ERIC H. KESSLER** is a University Distinguished Professor, the Henry George Professor of Management, and the Founding Honors Director at Pace University's Lubin School of Business. An internationally recognized authority on organization management and global leadership, he has published seven critically acclaimed books, authored 125+ scholarly papers, and worked with numerous government and private organizations. He is the worldwide General Editor of the *Encyclopedia of Management Theory*, a Fulbright recipient, a professional board member, and a Past President of the Eastern Academy of Management. He has also led business field studies traveling across six continents and was inducted into honorary societies in business, forensics, economics, and psychology.



** **DR. PING WANG** is an Associate Professor of Accounting at Pace University's Lubin School of Business. Her research focuses on executive compensation, voluntary disclosure, and financial regulation. She has published in *Journal of Accounting, Auditing & Finance*; *Journal of Business Finance & Accounting*; *Accounting Horizons*; and *Issues in Accounting Education*. Her research was featured in the Harvard Law School Corporate Governance Forum and *Dow Jones Institutional News*. Her co-authored paper, "Heartland Payment Systems: Cybersecurity Impact on Audits and Financial Statements Contingencies," won the Best Contribution to Teaching Award at the American Accounting Association's 22nd Annual Ethics Research Symposium.

IN THE JOURNALS

JOURNAL ABSTRACT 1

AN EXAMINATION OF MANAGEMENT RESPONSIBILITY IN SHOCK EVENTS ON SHAREHOLDERS' WEALTH AND REPUTATIONAL-REPAIR ACTIONS TO REBOUND LOSSES

Written by Dr. Samir M. El-Gazzar (with Donald Buzinkai) and published in 2022 by
Review of Financial Economics, 40 (4): 348-376.





ISSUE AND IMPORTANCE

Shock events are sudden and unexpected events that significantly disrupt the routine operation, and possibly, the continued existence of a firm. These shock events include (but are not limited to) product recalls, environmental violations, corporate illegalities, fraudulent financial reporting, and other forms of misconduct. Prior research has documented that shock events have caused significant shareholders' loss by tens of trillions of dollars. This paper extends prior research by examining the incremental impact of management responsibilities in the event on shareholders' wealth and the reputation repair actions taken by management to rebound the losses. The magnitude and duration of the loss depends on management's reputational repair actions.



PRACTICAL IMPLICATIONS

- ▶ For academic research, this study advances the literature by: (i) being the first to directly examine the impact of management responsibility in shock events on shareholders' value and (ii) testing the relationship between management responsibility level and the number of different types and frequency of repair actions firms pursue to help rebound reputational losses.
- ▶ From a practice perspective, the results of our study highlight that shock events can be very costly, especially when attributed firm responsibility is strong. The findings also conclude that measuring shock event losses solely by direct costs may dramatically underestimate the impact on shareholders' wealth.
- ▶ Reputational loss (as measured in this paper) reflects the cost of market participants' deteriorating trust in management to safeguard the firm's assets and operations. These insights should incentivize companies to establish proactive controls to prevent major mishaps and promote ethical conduct.



MAIN FINDINGS

The results in this paper show that attributed firm responsibility has a significant effect on reputational losses. Specifically, the mean decline in a firm's capitalization is 28.8% for events where management responsibility was strong, compared to declines of 2.3%, and 5.5% for weak and moderate management responsibilities in the event. The results also show that reputational loss rebounding depends on the number and type of corporate reputation repair actions taken by the firm. Strong management responsibilities in the shock events were significantly associated with higher numbers and the type of repair actions taken by the firm, which leads to significant reputational loss rebound.



Dr. Samir M. El-Gazzar is the KPMG Professor of Accounting at Pace University's Lubin School of Business. He is a well-recognized scholar at the national and international levels. He has published in top accounting and finance journals such as *The Accounting Review*; *Journal of Accounting and Economics*; *Accounting Horizons*; *Journal of Accounting, Auditing & Finance*; and *Journal of Business Finance & Accounting* and has served as a reviewer and editorial board member for many journals. He also has consulted with firms for the design of accounting systems and academic institutions in the Middle East and Asia on the development of accounting programs.

JOURNAL ABSTRACT 2

PRINCIPLES-BASED ACCOUNTING STANDARDS AND AUDIT OUTCOMES: EMPIRICAL EVIDENCE

Written by Dr. Myojung Cho (with Gopal Krishnan) and published in 2023 by *Review of Accounting Studies*, 28:164-200.





ISSUE AND IMPORTANCE

The Sarbanes-Oxley Act of 2002 was enacted after high-profile accounting scandals emerged involving firms that exploited rules-based accounting standards. In response, the Financial Accounting Standards Board (FASB) proposed the principles-based approach to accounting standard setting, which allows managers to exercise professional judgment in reporting financial transactions in a manner that is consistent with the underlying economic substance. However, the US Securities and Exchange Commission (SEC) raised concerns that professional judgment and related management discretion under the principles-based standards might lower financial reporting quality and increase audit efforts. Therefore, we investigate whether the design of accounting standards (principles-based vs. rules-based) is related to audit outcomes, including audit fees, going concern audit opinions on a firm's ability to continue operation, and audit report delays.



PRACTICAL IMPLICATIONS

- ▶ Our results show the importance of accounting standard design in audit. Principles-based standards offer benefits such as lower audit risk and more favorable audit outcomes.
- ▶ When managers have strong incentives to manipulate earnings, auditors tend to increase efforts under the principles-based standards, potentially to curb the increased audit risk.
- ▶ Despite the SEC's concern that additional responsibilities may be imposed on auditors under the principles-based regime, our findings suggest the benefits of principles-based standards outweigh the potential costs.



MAIN FINDINGS

Auditors determine specific fees to account for audit risk, which is the risk of expressing an inappropriate audit opinion when there are material errors in financial statements. We measure the extent to which a firm relies on principles-based standards and find that firms relying more on principles-based standards have lower audit fees. This negative relation is stronger when managers have significant incentives to manipulate earnings, such as high bankruptcy risk, high growth, new security issuance, or weakness in material internal controls. In addition, financially distressed firms using more principles-based standards are less likely to receive going concern opinions. These firms also have shorter audit report lags, indicating greater audit efficiency.



Dr. Myojung Cho is a Professor of Accounting at Pace University's Lubin School of Business. She teaches financial accounting, managerial accounting, and auditing. Her research focuses on theoretical and empirical analyses of financial information disclosure and its impact on executive compensation, audit pricing, and stock valuation. She has published extensively in top academic journals, including *Review of Accounting Studies*; *Journal of Business Ethics*; *Corporate Governance: An International Review*; *Journal of Accounting, Auditing & Finance*; *International Journal of Accounting*; and *Journal of Accounting and Public Policy*.

JOURNAL ABSTRACT 3

CORPORATE ENVIRONMENTAL PERFORMANCE, LEGAL ORIGIN, AND INVESTOR PROTECTION

Written by Dr. Kam C. Chan (with Mohamad Hussein, Gim Seow, and Kinsun Tam) and published in 2020 by *Interdisciplinary Environmental Review*, 20 (3/4): 234-254.





ISSUE AND IMPORTANCE

Adopting strong environmental, social, and governance (ESG) practices and reporting standards is increasingly vital to investors, consumers, activists, and regulators. In response, numerous countries are introducing new disclosure requirements for businesses regarding their ESG activities and impacts. For instance, the US Securities and Exchange Commission (SEC) has recently proposed rules that would mandate firms to report climate-related risks to their businesses. Additionally, investment advisors and funds with an ESG focus would be required to disclose the specific ESG criteria used in making their investment decisions. These developments signal a growing recognition of the importance of ESG factors in shaping corporate strategies. This study aims to examine the effect of countries' legal strength on the environmental performance of firms.



PRACTICAL IMPLICATIONS

- ▶ The results underscore the importance of robust legal frameworks for promoting sustainable business practices.
- ▶ For small firms with limited resources, additional government support may be necessary to improve their environmental practices and ensure compliance with relevant regulations.
- ▶ There is a pressing need for the US to accelerate the development and enforcement of environmental regulations to catch up with other nations.



MAIN FINDINGS

The environmental performance of firms is measured using *Newsweek's Global 500 Green Ranking*, which includes the world's largest 500 public companies by market capitalization. The strength of a country's legal system is based on the effectiveness of regulations that protect investors and the degree of legal enforcement. The findings indicate that the strength of a country's legal system significantly influences the environmental performance of firms. At the same time, larger and more profitable companies tend to exhibit better environmental performance. Furthermore, this analysis reveals that US companies tend to have weaker environmental performance than their non-US counterparts.

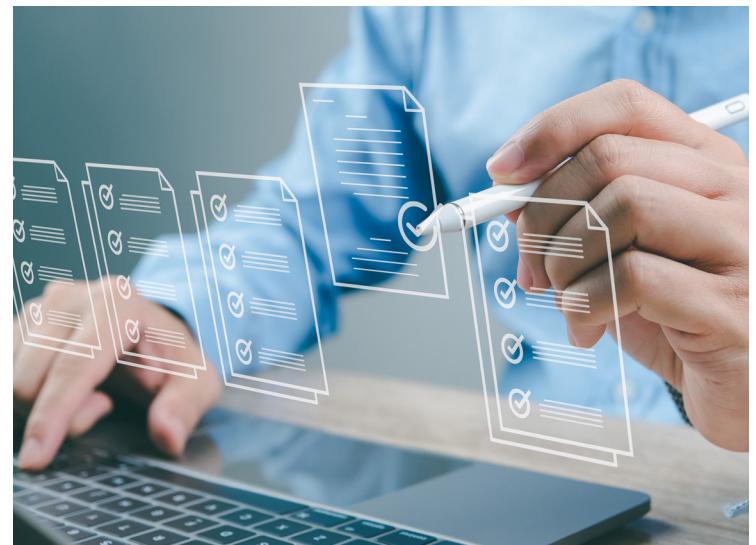


Dr. Kam C. Chan is a Distinguished Professor and Schaeferle Professor of Accounting at Pace University's Lubin School of Business. He has authored numerous articles in top journals such as *Accounting, Organizations, and Society*; *Auditing: A Journal of Practice and Theory*; *Journal of Accounting and Economics*; *Journal of Business Finance & Accounting*; and *Journal of International Accounting Research*. Dr. Chan has received prestigious accolades, including the Kenan Award for Teaching Excellence from Pace University in 2014 and two Outstanding Reviewer Awards from the Emerald Literati Network.

JOURNAL ABSTRACT 4

THE EFFECT OF AUDITOR INDUSTRY SPECIALIZATION AND BOARD INDEPENDENCE ON THE CASH FLOW REPORTING CLASSIFICATION CHOICES UNDER IFRS: EVIDENCE FROM TAIWAN

Written by Dr. Picheng Lee (with Shuling Chiang and Gary Kleinman) and published in 2021
by *International Journal of Accounting and Information Management*, 29 (1): 147-168.





ISSUE AND IMPORTANCE

A firm's cash flows provide critical information to potential investors/creditors as to the sustainability of the firm's business operations. International Financial Reporting Standards (IFRS) allow firms to report interest paid, interest received, and dividends received within the operating cash flow section of the statement of cash flows or to classify them as investing or financing cash flows. IFRS, then, provides management with greater discretion as to where cash flows can be reported. Understanding the determinants of interest/dividend reporting choices is one important aspect of understanding corporate accounting policy choice more generally.



PRACTICAL IMPLICATIONS

- ▶ In Taiwan, two partners must both audit the financial statements of public companies and sign their names on the audit reports. This requirement for dual signatures raises a measurement issue concerning the identification of individual specialists since each of the partners may have had different numbers of clients in the relevant industry.
- ▶ Audit firm and audit partner industry specializations may have disparate impacts on decisions clients make with respect to legitimate cash flow classification decisions.
- ▶ Understanding the cause of this divergence sheds light on board of director decisions, quality monitoring mechanisms, and other modalities within accounting firms.



MAIN FINDINGS

This study explores the relationship between audit partner, firm industry specialization, and board of director independence on decisions made by 1,227 Taiwanese firms in 2013 to employ IFRS flexibility concerning reporting interest income and expense, and dividends received in different sections of the statement of cash flows. The empirical findings show there is a *substitute* relationship between board independence and partner-level industry specialization on the change in cash flow reporting classification, but a *complementary* relationship between board independence and firm-level auditor specialization.



Dr. Picheng Lee is a Professor of Accounting at Pace University's Lubin School of Business whose research covers auditor specialization, earnings management, earnings forecasts, financial distress, intangible assets, and environmental sustainability. His research appears in various premier journals, including *Auditing: A Journal of Practice and Theory*; *Advances in Accounting*; *Journal of Accounting, Auditing & Finance*; and *Journal of International Accounting Research*, among others. He is a certified management accountant and an editorial board member of the *International Journal of Accounting and Information Management*.

JOURNAL ABSTRACT 5

ESG GOVERNMENT RISK AND INTERNATIONAL IPO UNDERPRICING

Written by Drs. Marcus Braga-Alves* and Matthew R. Morey** (with Edward Baker and Thomas Boulton), and published in 2021 by *Journal of Corporate Finance*, 2021, 67, 1-22.





ISSUE AND IMPORTANCE

It is well-known that IPOs tend to be underpriced. Hence, this is the reason that they often change dramatically in value after the IPO is issued. The underpricing often reflects uncertainty in the company and country in which the IPO is issued. In this paper, we study the association between this underpricing and country-level environmental, social, and governance (ESG) ratings. By using country-level ESG ratings, we have a unique measure that identifies the particular traits of the country where the IPO is being issued. Normally, countries with good ESG ratings have been found to have better governance, accountability, and labor practices than other countries. We ask the question of whether these traits lead to better IPO pricing.



PRACTICAL IMPLICATIONS

- ▶ In 2005, the United Nations invited the world's largest institutional investors and intergovernmental organizations to develop the Principles of Responsible Investment, which defines responsible investment as strategies and practices that incorporate ESG risk factors in investment decisions and active ownership. Our study joins a growing body of literature that highlights the importance of this initiative to the sustainable growth of capital markets and value creation for companies and investors.
- ▶ We show that by effectively managing its ESG resources, a country not only serves a social purpose, but also reduces the information asymmetry and the uncertainty associated with its capital markets.



MAIN FINDINGS

In our study, we examine 7,430 IPOs from 36 countries from 2008-2018. Using their ESG ratings, we find evidence that countries with better ratings have less IPO underpricing. Hence, countries with better governance have less uncertainty in their IPO prices. The lower underpricing and more precise offer prices in countries with higher country ESG ratings suggests that ESG risk management is associated with improvements in the information environment surrounding IPO firms.



* **Dr. Marcus Braga-Alves** is a Professor of Finance at Pace University's Lubin School of Business. His research analyzes problems that confront market participants and the academic community in the areas of investment management, corporate finance, and international finance. He is especially interested in the study of the development of capital markets in emerging countries. His work has been published in *Contemporary Accounting Research*; *Journal of Financial Intermediation*; *Journal of Financial Markets*; *Journal of Corporate Finance*; and *Journal of International Money and Finance*, among other journals. He has served as an ad hoc reviewer for several academic journals.



** **Dr. Matthew R. Morey** is the New York Stock Exchange Research Scholar and a Professor of Finance at Pace University's Lubin School of Business. Professor Morey's research has been published in some of the leading finance/banking journals including *Journal of Empirical Finance*; *Journal of Banking and Finance*; *Journal of Financial and Quantitative Analysis*; *Journal of International Money and Finance*; *Journal of Investment Management*; and *Financial Analysts Journal*. His work has been cited numerous times in the financial press including *The Wall Street Journal*; *The New York Times*; *The Washington Post*; *Chicago Tribune*; *Financial Times*; *Money Magazine*; National Public Radio, and CNBC.

JOURNAL ABSTRACT 6

GLOBAL EQUITY INVESTING: AN EFFICIENT FRONTIER APPROACH

Written by Dr. Niso Abuaf (with Tracyann Ayala and Duncan Sinclair) and published in 2019 by *International Finance*, 22 (1): 70-85.





ISSUE AND IMPORTANCE

The goal of this paper is to test empirically whether emerging-market portfolios appear on the mean-variance efficient frontier, investigate whether particular markets provide better diversification benefits, and to ascertain if these relationships are time-invariant.



MAIN FINDINGS

Countries that are more economically independent from the US (as measured by relatively low correlations of their stock markets to the US or intuitively as being markets whose real and monetary shocks are seemingly independent of the US) provide better diversification for US investors. Though these relationships are time-dependent, Mexico and China appear to be the most important diversifiers. Comparisons are made between the results of a mean-variance framework versus a mean-VaR (value-at risk) framework, which may be more applicable when return distributions are non-normal for the period May 1988–2018. Findings are that there are no significant differences.



PRACTICAL IMPLICATIONS

- ▶ The benefits from diversifying internationally have been decreasing due to the increasing correlations among stock markets, which may be the result of global capital markets becoming more integrated.
- ▶ Emerging market economies, in particular, became more attractive to investors in the late 1990s when these markets were reformed following events such as the 1997 Asian financial crisis and the 1998 Russian debt crisis.
- ▶ The literature suggests that compared with developed markets, emerging markets exhibit higher volatility than developed markets with asymmetric return distributions and increasing return correlations in times of crisis, but they also exhibit higher return opportunities because of the early growth stages of their economies.
- ▶ While investing internationally in general, and in emerging markets in particular, may pose additional risks (volatility, liquidity, political risk, foreign-exchange risk) and costs, the general consensus among academics and practitioners is that international diversification pays off.



Dr. Niso Abuaf is a Clinical Professor of Finance at Pace University's Lubin School of Business. He is the Chief Economist and Financial Strategist at Samuel A. Ramirez and Co. and a 40+ year veteran of Wall Street. He ran the Global Financial Strategy Group at Credit Suisse and the International Financial Strategy Group at Citigroup/Salomon Brothers, London. Dr. Abuaf was a senior economist and derivatives expert at JPMorgan Chase. He is an author of scholarly and commercial publications on economics and finance. He has a PhD and MBA from the University of Chicago, and a BS and MS in Electrical and Biomedical Engineering from Northwestern University.

JOURNAL ABSTRACT 7

CROSS-BORDER M&As AND CREDIT RISK: EVIDENCE FROM THE CDS MARKET

Written by Drs. Iuliana Ismailescu* and Burcin Col**, and published in 2022 by *Journal of Empirical Finance*, 66 (March): 51-73.





ISSUE AND IMPORTANCE

There is an unresolved debate in the extant literature regarding the impact of domestic acquisition announcements on US bidders' credit risk; the effect of cross-border deals is relatively unknown. In this paper, we focus on the latter and compare the implications of the emerging market (EM) and developed market (DM) transaction announcements on US acquirers' credit default swap (CDS) spreads (our measure of credit risk). Our findings should be of particular interest to creditors of risky bidders that plan acquisitions in EMs, especially when transactions result in majority, but not full control of the target, as these have the highest negative effect on bidders' CDS spreads.



PRACTICAL IMPLICATIONS

- ▶ After a cross-border acquisition announcement, the credit risk of the US bidder increases significantly when the target firm is located in an EM and the bidder has a high default risk pre-announcement, for which the impact matters the most.
- ▶ Investors should be aware of the wealth transfer from acquirers' bondholders to shareholders in EM transactions, which is stronger when deals result in majority but not full control of the target or when acquirers are rated sub-investment grade.
- ▶ Neither minority nor full control acquisitions pose a significant credit risk to US bidders.



MAIN FINDINGS

The study examines the impact of cross-border acquisition announcements on the US bidders' credit risk. On average, we find a significant increase in bidders' rating-adjusted CDS spreads around an acquisition announcement in an EM, but no marked change if the target firm is from a DM. The EM result is driven primarily by majority, but not full control transactions—and by risky acquirers. The rise in US bidders' credit risk can be attributed to the weaker legal environment and creditor protection in the target nation relative to those in the US.



* **Dr. Iuliana Ismailescu** is a Professor of Finance at Pace University's Lubin School of Business. She was a Fulbright US Scholar at the Bucharest University of Economic Studies in 2023. Dr. Ismailescu's research interests are credit derivatives, emerging debt and equity markets, international finance, fixed income securities, asset pricing, and portfolio management. Her work has been published in *Journal of Banking and Finance*; *Journal of Empirical Finance*; *Quarterly Journal of Finance*; and *International Review of Finance*, among other publications.



** **Dr. Burcin Col** is an Associate Professor of Finance at Pace University's Lubin School of Business and received her PhD in Finance from McGill University. Dr. Col's research interests lie in the general area of international corporate finance, spanning topics such as corporate governance, corporate social responsibility, ESG, mergers and acquisitions, political risk, and tax avoidance. She has published on these topics in academic journals such as *Management Science*; *Review of Corporate Finance Studies*; *Journal of Corporate Finance*; and *Journal of Business Ethics*. Her research in corporate governance was awarded prestigious grants by the Canadian Foundation for Governance Research and by the NSE-IGIDR Corporate Governance Research Initiative.

JOURNAL ABSTRACT 8

ALL'S FAIR IN LOVE AND WAR BUT NOTHING'S FAIR USE ON YOUTUBE: HOW YOUTUBE POLICIES FAVOR COPYRIGHT OWNERS AND HINDER LEGAL FAIR USE

Written by Dr. Jessica A. Magaldi (with Jonathan S. Sales and Wade Davis) and published in 2021 by *Journal of Law, Business & Ethics*, 27: 51.





ISSUE AND IMPORTANCE

YouTube fostered the creation of many different types of user-generated video content, including Let's Play videos. Let's Play videos are created by video gamers recording themselves playing their favorite games while providing commentary, tips, and entertainment to viewers. Through a dispute about Let's Play created by players of Nintendo's *Legend of Zelda* franchise, this article considers what happens when a cutting-edge online trend redefining how video game players experience gaming runs head-on into the copyright interests of one of the world's largest video game producers.



PRACTICAL IMPLICATIONS

- ▶ Section 107 of the Copyright Act ("Fair Use") protects creators of transformative derivative works as legitimate fair use, but the transformative nature of a Let's Play video is determined on a case-by-case analysis.
- ▶ YouTube's Content ID system is based on the company's interpretation of Fair Use, rather than the constitution or Copyright Act, making it difficult for content creators to properly comply.
- ▶ The current copyright environment overwhelmingly favors copyright owners, which forces content creators to comply with overly burdensome company policies, or risk being banned from the company's platform.



MAIN FINDINGS

The article examines YouTube's Content ID system, the business decisions Nintendo made regarding its copyright interests, and the interests of Let's Play creators and viewers, particularly with respect to fair use. The analysis found that while current copyright laws protect creators of transformative derivative works as legitimate fair use, platforms like YouTube can choose and enforce their own interpretations of copyright rules at their discretion. This system overwhelmingly favors copyright owners, and content creators are forced to follow the copyright rules of private companies, rather than those in the Copyright Act.



Dr. Jessica A. Magaldi is the Ivan Fox Professor and Scholar of Business Law at Pace University's Lubin School of Business. Her research reflects her interest in advancing equity in business and society at the intersection of law and technology. Dr. Magaldi's research on video games relates important copyright and fair use issues to the interests of a new generation. She is currently engaging students with these issues with a new course she developed on the law of the music industry through the work of Taylor Swift and a new first-year seminar course that will run in the Fall called Pop Culture and the Law.

JOURNAL ABSTRACT 9

THOUGHTS REGARDING THE APPLICATION OF THE STEP TRANSACTION DOCTRINE TO THE SECTION 351 CONTROL REQUIREMENT AND COMPLEX MEDIA, INC. V. COMMISSIONER

Written by Dr. Philip G. Cohen and published in 2022 by *William & Mary Business Law Review*, 13 (2): 331-404.





ISSUE AND IMPORTANCE

Over thirty years ago, Professor Ronald H. Jensen authored an article in the *Virginia Tax Review*, titled "*Of Form and Substance: Tax Free Incorporations and Other Transactions Under Section 351*." Professor Jensen asserted that it was inappropriate to utilize the step transaction doctrine to determine whether the control requirement was met in a purported Section 351 transaction, involving a disposition of some, or all, of the transferor's shares even if effected by a binding contract made prior to the contribution. The author of this article explains why he thinks this is incorrect. This is a very important aspect of corporate taxation because Section 351 governs under what circumstances transfers to a new or existing regular corporation can avoid being taxed.



PRACTICAL IMPLICATIONS

- ▶ There are certain circumstances where the courts should, and often do, apply the step transaction doctrine to a Section 351 transaction. This article explains when this should occur.



MAIN FINDINGS

Professor Jensen concluded that the courts and the Internal Revenue Service (Service) have produced a hodgepodge of intellectually inconsistent decisions and rulings making predictability problematic. There is no doubt of the many inconsistencies rendered by the Service and the courts in addressing the use of the step transaction to determine whether the control test under Section 351 has been satisfied when there had been dispositions connected with the initial contribution. Nevertheless, there are sound policy reasons for the application of this judicial canon in certain circumstances and that Professor Jensen's prescription for remedying the problem, i.e., by the complete elimination of the doctrine's utilization in this context, is unwarranted.



Dr. Philip G. Cohen is a Professor of Taxation at Pace University's Lubin School of Business. He is a retired Vice President Tax and General Tax Counsel for Unilever United States, Inc., having worked in the corporate tax function at Unilever for over 26 years, including more than ten years as head of the Unilever United States Tax Department. He practiced corporate tax law for 33 years and was an adjunct professor at the Lubin School of Business for 23 years before joining the full-time faculty in 2012. His latest scholarly article, "Expensing vs. Capitalization of Patent Infringement Costs Associated with FDA Approval of Generic Drug Manufacturers - Reflections on Mylan Inc. & Subsidiaries v. Commissioner," appears in the *Virginia Tax Review* 44 Va. Tax. Rev. 189 (Winter 2025).

JOURNAL ABSTRACT 10

THE DEATH OF MODA—OR SO WE HOPE

Written by Dr. Mark Fichtenbaum (with Roy Haya) and published in 2022 by *Journal of Taxation of Investments*, 39 (3): 17-22.





ISSUE AND IMPORTANCE

Investors, large and small, dodged a bullet when Congress failed to enact the Modernization of Derivatives Act (MODA) at the end of 2022. While most attention to this bill focused on the year end mark-to-market provisions on all derivatives, the real problem had to do with the handling of hedged positions.



MAIN FINDINGS

The bill would have forced gain recognition on any stock or security hedged with an option or other derivative. This would have deterred the hedging of investments and would have forced investors to either take risk or sell. Instead of hedging in down markets, investors would be forced to sell, which would have increased volatility, perhaps triggering more forced selling. By shedding light on the implications, the authors aim to put this bill to rest, once and for all.



PRACTICAL IMPLICATIONS

- ▶ The failure of the bill to become law allows investors to hedge stocks without triggering a tax liability.
- ▶ The existing laws are sufficient to prevent investors from creating unfair tax benefits with respect to their investments.
- ▶ To date, there hasn't been another attempt to pass the proposed legislation.



Dr. Mark Fichtenbaum is an Associate Professor at Pace University's Lubin School of Business in the Legal Studies and Taxation Department. He has published several articles dealing with financial transactions and financial instruments. He is also a frequent speaker at seminars dealing with financial transactions. Dr. Fichtenbaum is both a CPA and an attorney in New York State.

JOURNAL ABSTRACT 11

THE TYPE OF PHARMACEUTICAL PAYMENTS TO PHYSICIANS AFFECTS PRESCRIPTION BEHAVIOR OVER TIME

Written by Dr. Janice Winch (with John Carter) and published in 2020 by *International Journal of Business Research*, 20 (3): 37 – 50.





ISSUE AND IMPORTANCE

The Physician Payments Sunshine Act (PPSA) from the Patient Protection and Affordable Care Act of 2010 ("Obamacare") required pharmaceutical companies to disclose payments made to physicians. These industry payments, typically in the form of meals, compensation for travel to a conference, and speaking fees, raised ethical concerns regarding whether the recipients were prescribing medication in the best interests of their patients. This study analyzed publicly available data from Centers for Medicare and Medicaid Service (CMS) to determine (1) the impact of PPSA on the industry payments and (2) the impact of these payments on the prescribing behavior of the physicians.



PRACTICAL IMPLICATIONS

- ▶ Although the number of physicians receiving industry payments has slightly decreased, the transparency required by the PPSA has not significantly deterred pharmaceutical companies from making such payments.
- ▶ The type of payment made by drug manufacturers to physicians can impact the recipients' prescribing behavior, with non-food payments having greater effect than the food payments. However, since food payments are lower in value than non-food payments, the impact per dollar spent is much higher for food payments.



MAIN FINDINGS

Between 2014 and 2017, the percentage of Medicare Part D prescribing physicians receiving drug-related payments decreased from 57% to 52%, although the total payment increased slightly from \$412 million to \$437 million. Physicians who received payments were more likely to prescribe the paying manufacturer's drugs in the year of the payment and the following year, compared to non-recipients. Payment recipients also prescribed drugs of the paying manufacturer at a higher annual dollar value. The non-food payments had a greater impact on prescription rates and drug value compared to food payments. However, food payments had a higher impact on drug revenue per dollar spent, with a marginal revenue of \$28, compared to non-food payments with a marginal revenue of \$3.



Dr. Janice Winch is an Associate Professor of Management Science at Pace University's Lubin School of Business. Her research interests include optimization, predictive analytics, Monte Carlo and discrete-event simulation, queueing models, and pedagogy. She is especially interested in integrating predictive analytics and optimization techniques to improve decision-making in organizations. Her work has been published in journals such as *Manufacturing and Service Operations Management*; *International Journal of Production Research*; *Journal of Education for Business*; and *INFORMS Transactions on Education*. She holds a PhD in Operations Research from Rutgers University.

JOURNAL ABSTRACT 12

BUSINESS AND/OR ETHICS? A FRAMEWORK FOR RESOLVING MULTICRITERIA DECISION DILEMMAS

Written by Dr. E. Susanna Cahn and published in 2022 by *Communications of the International Information Management Association* (CIIMA), 20(1), Article 2.





ISSUE AND IMPORTANCE

Corporate leadership is in the unenviable position of balancing ethical choices and profit. Multiple stakeholders' legitimate, conflicting demands, together with demands of conscience, create inevitable dilemmas. Strategic business measures are financial: profit, revenue, sales, market share, cost, quality, and innovative product development. Ethical decisions are among right and wrong outcomes or processes, beneficial and harmful consequences, moral principles, and fairness, all of which are not easily quantified. The inherent nature of business-ethics decisions involves multiple decision criteria. Conflicting criteria create dilemmas: Sometimes ethical business decisions are profitable; sometimes ethical business decisions are more costly, and therefore less profitable. Organization structures can obfuscate responsibility. Complex technology embeds responsibility in algorithms opaque to users. In the uncertain time between idea and market, engineers designing a new product, and managers strategizing its introduction to the market, face questions of ethics along with business goals of efficiency and profitability.



PRACTICAL IMPLICATIONS

- ▶ Responsible decision processes should address: Who cares about the outcome? What are their criteria for successful consequences? What ethical principles apply? The decision analysis should result in scoring and/or ranking alternatives.
- ▶ System risk factors include: Are units of measure comparable? Is the system open or closed? Is it deterministic or stochastic? Is there a risk to life? Who is responsible? Is the decision process transparent? What part of the process is subjective?



MAIN FINDINGS

Drawing on engineering math, ethical philosophy, and strategic management, a framework is recommended for resolving multicriteria business-ethics decision dilemmas. Conclusions are drawn for individual, corporate, and algorithmic decisions. Beyond models and algorithms, resolving trade-offs among multiple and incommensurate objectives relies on human decision, either explicitly or implicitly. Responsible business-ethics decisions should be transparent. Choices should not be veiled by corporate hierarchy or algorithms. In open systems, data on which decisions are based is constantly changing. Multicriteria analysis tools are designed for such decision dilemmas, yet responsibility inheres to the people.



Dr. E. Susanna Cahn is a Professor of Management and Management Science at Pace University's Lubin School of Business. She holds a PhD from Columbia University—School of Engineering and Applied Science. Dr. Cahn's research focuses on business ethics and applications of decision models. It draws on quantitative models based on decision theory, multicriteria analysis, queuing, forecasting, and natural language processing, with application ranging from development of corporate codes of ethics to pedagogy of business ethics education. Her research has been published in *Business & Society*; *Journal of Values-Based Leadership*; *Teaching Business Ethics*; and *Journal of Business Ethics Education*.

JOURNAL ABSTRACT 13

CRISIS REMOTE LEARNING DURING THE COVID-19 PANDEMIC: A GLOBAL CASE STUDY IN TOURISM

Written by Dr. Claudia G. Green (with Amanda Copeland and Viral Nitinkumar Karia) and published in 2022 by *Journal of Teaching in Travel & Tourism*, 22 (3): 205-219.





ISSUE AND IMPORTANCE

The COVID-19 pandemic of 2020 was the world's largest experiment in remote learning. Teaching strategies and delivery methods went into survival mode at many educational institutions, particularly those that were forced to cut budgets and increase teaching loads. Pace University's core curriculum requires that students take an Area of Knowledge Civic Competency (AOK1) course wherein students learn about issues impacting society and develop skills to address these issues. With COVID-19 in Spring 2020, the challenge was to change a New York City community project into a relevant global project. Instead of having students identify and research sustainable tourism destinations in the New York City metropolitan area, students capitalized on being in locations around the world and created a map of sustainable tourism destinations in their respective locations during the pandemic.



PRACTICAL IMPLICATIONS

- ▶ Universities need a more comprehensive plan for virtual learning and the requisite training for faculty.
- ▶ Faculty must be agile, ready, and willing to adapt to this rapidly changing technological landscape.
- ▶ In today's environment, we must engage students with innovative strategies and assignments that encourage them to *think globally and act locally*.



MAIN FINDINGS

Due to COVID-19, the closing of borders and travel necessarily caused the course to go online for Pace students in Australia, Canada, China, Colombia, Dominican Republic, France, Greece, Hong Kong, India, Jamacia, Japan, Mexico, Pakistan, Saudi Arabia, Singapore, South Korea, Spain, Taiwan, Turkey, the UK, and the USA. Because my students were scattered across the globe, I took the opportunity to turn those distances into advantages. The result was the Pace Global COVID Recovery Map. Each student, in their respective location, identified and researched three tourist destinations and how those destinations were coping with COVID. Green Map Systems (GMS) had already augmented their existing icons with a series of new COVID Recovery icons to spotlight ways that organizations were managing the pandemic and supporting recovery.



Dr. Claudia G. Green is a Professor of Management and the Director of the Hospitality and Tourism Management Program at Pace University's Lubin School of Business. In 2021, she was the Director of the International Management Program and was the previous Director of the Center for Global Business Programs. She has been awarded two, four-year contracts as a Fulbright Specialist focusing on sustainable tourism development in Brazil, Cambodia, and Spain. Over a period of 18 consecutive years, Dr. Green led more than 600 Pace University undergraduate students on field studies to Brazil, Cambodia, and Italy. She has presented her research in Brazil, Peru, Mexico, Portugal, Italy, Ireland, Greece, Spain, Thailand, Hong Kong, Dubai, and the United States. She earned her PhD at Virginia Tech.

JOURNAL ABSTRACT 14

WHEN OPPORTUNITY MEETS ABILITY: THE MODERATING EFFECTS OF PROLIFIC INVENTORS ON NOVEL DRUG INNOVATION FOLLOWING PRODUCT DEVELOPMENT FAILURE IN BIOTECHNOLOGY

Written by Dr. Donghwi (Josh) Seo (with Daniel Tzabbar, Amrita Lahiri, and Warren Boeker) and published in 2023 by *Strategic Management Journal*, 44(10): 2534–2565.





ISSUE AND IMPORTANCE

In the biotechnology industry, product development failures are frequent due to high technological and market uncertainty, often leading to financial losses. However, these failures also present opportunities for learning and innovation. This research examines how prolific inventors, those with exceptional innovative performance, influence a firm's ability to pursue novel drug innovation (NDI) after experiencing product development failures. Understanding this dynamic is crucial for managers in technology-driven industries aiming to optimize innovation efforts following setbacks. This study offers insights for strategic human capital management and innovation planning, particularly relevant for biotechnology firms and R&D professionals.



PRACTICAL IMPLICATIONS

- ▶ **Leverage Failure:** R&D managers should be cautious of over-reliance on prolific inventors after failures, as their expertise may narrow the scope of innovation.
- ▶ **Promote Collaborative Diversity:** Encourage collaboration with a wider range of employees to enhance creative problem-solving following setbacks.
- ▶ **Incentivize Exploration:** Establish incentives for prolific inventors to engage in exploratory innovation, especially in the aftermath of product failure.
- ▶ **Manage Tenure Influence:** Monitor the tenure of prolific inventors to avoid status quo biases that may hinder novel innovation.



MAIN FINDINGS

Our longitudinal analysis of 457 US-based biotechnology firms reveals that while prolific inventors are generally associated with increased innovation, their presence can limit a firm's pursuit of NDI following product failure. Specifically, firms with a higher number of prolific inventors show a reduced propensity for NDI after failure. Furthermore, prolific inventors with longer tenure or stronger collaborative ties within the firm tend to exacerbate this conservative approach, steering innovation efforts towards familiar, less risky directions.



Dr. Donghwi (Josh) Seo is an Assistant Professor of Management at Pace University's Lubin School of Business. His research interests primarily revolve around strategic human capital, technology innovation, and entrepreneurship. He has contributed to several reputable journals, including *Strategic Management Journal*; *Evidence-based HRM*; *Cross Cultural & Strategic Management*; and *Applied Economics Letter*. Additionally, Dr. Seo has presented his research at various conferences, including the Academy of Management Annual Meeting and the Decision Sciences Institute's Annual Conference. He has served as an ad hoc reviewer for *Business Strategy and Environment*; *Industry and Innovation*; and *Technological Forecasting and Social Change*.

JOURNAL ABSTRACT 15

FORTUNE OR PRESTIGE? THE EFFECTS OF CONTENT PRICE ON SALES AND CUSTOMER SATISFACTION

Written by Dr. Chongyu Lu (with Zhi Yang, Xia Cao, and Feng Wang) and published in 2022 by *Journal of Business Research*, 146:426-435.





ISSUE AND IMPORTANCE

The rise of the sharing economy over the last decade has had a significant impact on the content sharing industry. In particular, the sharing of paid content has become very popular, as the sharing economy entails transactional and economically motivated sharing. Content sharers increasingly seek individual economic opportunities by charging a certain price for shared content, but the role of price in shared content evaluations remains unknown. Given the growing popularity of paid shared content, it is imperative for content sharers to understand the price effect on shared content evaluation because they can adjust their prices to optimize their financial returns. This study examines the effect of content price on sales and customer satisfaction.



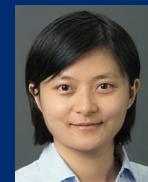
PRACTICAL IMPLICATIONS

- Content sharers cannot use the price mechanism in a way that enables them to enjoy both high sales (fortune) and high customer satisfaction (prestige) simultaneously.
- Content pricing strategies depend on the goal and sharer's identity. Specifically, if non-certified sharers wish to make more sales, then they should offer shared content at a lower price to generate more sales; however, if they are interested in boosting their prestige on the platform, then they should raise the price and generate higher customer satisfaction. In contrast, certified sharers should set higher prices to boost sales, but lower prices to enhance their reputation.



MAIN FINDINGS

The authors found that content price has opposite effects on sales and customer satisfaction; the direction of the price effects on these two evaluation measures depends on the sharer's identity. Specifically, an increase in content price improves sales, but hurts customer satisfaction for certified sharers, while an increase in content price hurts sales, but improves customer satisfaction for non-certified sharers.



Dr. Chongyu Lu is an Associate Professor in the Marketing Department at Pace University's Lubin School of Business. Dr. Lu's current research focuses on examining the effectiveness of paid search advertising and how consumer behavior is affected by the digital environment. Her research has been published in leading academic journals such as *Journal of Business Research*; *Journal of Advertising Research*; *European Journal of Marketing*; and *Journal of Marketing Management*, among others.

JOURNAL ABSTRACT 16

SUSPICIOUS ONLINE PRODUCT REVIEWS: AN EMPIRICAL ANALYSIS OF BRAND AND PRODUCT CHARACTERISTICS USING AMAZON DATA

Written by Dr. Eunhee (Emily) Ko (with Douglas Bowman) and published in 2023 by *International Journal of Research in Marketing*, 40 (4): 898-911.





ISSUE AND IMPORTANCE

Concerns over the authenticity of reviews hinder their usefulness. Consumers discount the information they get from reviews and this particularly harms brands with high ratings. We argue that perceived brand strength, brand advertising effort, price, and sales each act as signals that help positive reviews of a brand seem more reliable. We investigate this by studying Amazon.com reviews of branded products from 16 product categories that have the resources and potential desire to advertise. We also examine consumer perceptions of review authenticity as perceived by machine learning algorithms trained on human subjects, as well as by direct perceptions of human subjects during validation.



PRACTICAL IMPLICATIONS

- ▶ Our study suggests that the associations of brand strength, brand advertising effort, price, and sales rank with suspicious reviews can serve as useful references for consumers and for firms whose operations are centered on customer reviews.
- ▶ The study also highlights the importance of brand strength and brand advertising investments, which can help protect brands from being perceived as untrustworthy by consumers.
- ▶ Finally, the research identifies the characteristics of suspicious online reviews that could help consumers become more knowledgeable and wary of potentially manipulative reviews.



MAIN FINDINGS

By investigating the data from Amazon.com reviews of branded products from 16 product categories, the research finds that perceived brand strength, brand advertising effort, price, and sales each act as signals that help positive reviews of a brand seem more reliable. In specific, lower perceived brand strength and lower advertising effort are associated with reviews more likely being perceived as suspicious. Finally, this study reveals that higher prices and higher sales are associated with reviews being less likely perceived as suspicious.

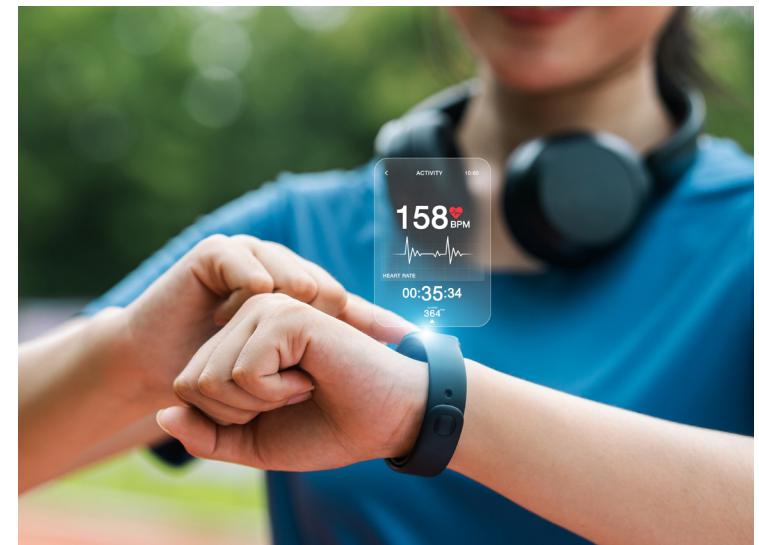


Dr. Eunhee (Emily) Ko is an Assistant Professor in the Marketing Department at Pace University's Lubin School of Business. Her research interests span online marketing and user-generated content (structured and unstructured texts, images, and videos), as well as applications of machine learning and econometric methods. She continues to focus on content features from user-generated content (UGC), addressing the important role of semanticity in UGC to empower businesses' tangible or intangible asset acquisitions. Her research appears in prestigious marketing or interdisciplinary journals such as *Computers in Human Behavior* and *International Journal of Research in Marketing*, as well as in Proceedings of IEEE and AMC Conferences.

JOURNAL ABSTRACT 17

IF AT FIRST YOU DO SUCCEED, DO YOU TRY, TRY AGAIN? DEVELOPING THE PERSISTENCE-LICENSING RESPONSE MEASURE TO UNDERSTAND, PREDICT, AND MODIFY BEHAVIOR FOLLOWING SUBGOAL SUCCESS

Written by Dr. Canan Corus (with Yael Zemack-Rugar and David Brinberg) and published in 2019 by *Journal of Marketing Research*, 56 (2): 324-44.





ISSUE AND IMPORTANCE

This article examines how subgoal success affects subsequent goal persistence. For example, how does succeeding at a fitness milestone affect one's persistence at exercise subsequent to this initial success? It is proposed that cognitive and emotional responses to initial success guide subsequent behavior. Further, an individual difference scale dubbed the Persistence-Licensing Response Measure (PLRM) is developed and validated. This scale predicts post-success behavior beyond existing related measures. As more practitioners and researchers highlight the importance of persistence in achieving goals, this work is important, as it builds a scale to predict such behavior.



PRACTICAL IMPLICATIONS

- ▶ Many products in the market are designed to help consumers persist at their long-term goals: gym memberships, dieting plans, savings apps. The PLRM built in this article provides marketers and managers with an effective segmentation tool that can help them identify those who may be vulnerable to drop out of long-term goal programs.
- ▶ This scale can be used as a tool to design and target marketing communications. For example, consumers with low PLRM scores should receive few communications about progress/success, as they tend to demotivate them; the opposite is true of consumers with high scores.
- ▶ In addition, insights from the scale can be used to increase consumer persistence, such as increasing their long-term focus or changing products' reward structure.



MAIN FINDINGS

We tested 20 cognitive and emotional responses to success. Using exploratory and confirmatory factor analyses, we find a two-factor structure of PLRM: factor one "tendency towards continued success," factor two "tendency towards reduced effort." We tested the correlations between the PLRM and 19 theoretically related scales, showing significant, but low-to-moderate correlations with relevant constructs, indicating limited overlap. Through several experimental studies, we demonstrate adaptive responses of individuals high on PLRM in domains including academic, fitness, and financial saving.



Dr. Canan Corus is an Associate Professor of Marketing at Pace University's Lubin School of Business. She studies consumer health and consumer welfare, as well as corporate social responsibility and stakeholder engagement. Her research relates to and advocates for the personal and collective well-being of consumers, with a focus on the needs of disadvantaged consumers. She has published in academic journals such as *Journal of Marketing Research*; *Journal of Consumer Research*; *Journal of Business Research*; *Journal of Public Policy and Marketing*; *Psychology & Marketing*; *Journal of Macromarketing*; and *Journal of Marketing Management*.

JOURNAL ABSTRACT 18

SYNERGISTIC EFFECTS OF MARKET ORIENTATION IMPLEMENTATION AND INTERNALIZATION ON FIRM PERFORMANCE: DIRECT MARKETING SERVICE PROVIDER INDUSTRY

Written by Dr. Pradeep Gopalakrishna (with Harron Abbu) and published in March 2021
by *Journal of Business Research*, 125: 851-863.





ISSUE AND IMPORTANCE

Market orientation has been studied for over three decades now. In the literature, market orientation has been studied primarily as a behavioral (implementation) or cultural (internalization) construct, and researchers have addressed them separately. The behavioral perspective views market orientation as the generation of, dissemination of, and responsiveness to market intelligence. This approach is also known as the bottom-up approach to market orientation. The cultural perspective views market orientation as an aspect of organization-wide culture, characterized by organization-wide adherence to values and norms central to the delivery of superior value to customers. This perspective is known as the top-down approach to market orientation. In this study, the authors examine the synergistic effect of both perspectives on firm performance using the direct mail service industry. The importance of this research lies in the fact that several firms/industries are in the midst of transformation from physical to digital domains, including the direct mail service industry.



PRACTICAL IMPLICATIONS

- ▶ Businesses in the physical realm are in danger of being cannibalized by startups in the digital realm.
- ▶ Firms need to build market sensing and organizational capabilities to adapt to emerging changes in the market.
- ▶ Market internalization and market implementation need to complement each other to achieve superior business performance.



MAIN FINDINGS

The main results of the study indicate that both market orientation implementation and market orientation internalization are significant predictors of financial performance and customer service performance. This is consistent with the basic premise that any firm that is able to increase its level of market orientation will improve its business performance. All constructs in this study used pre-existing scales. Using the Hayes Process Model to examine the effects of moderation and mediation, this study provides a nuanced understanding of the integrative framework as it applies to a rapidly changing, centuries-old industry, via the direct mail service industry.



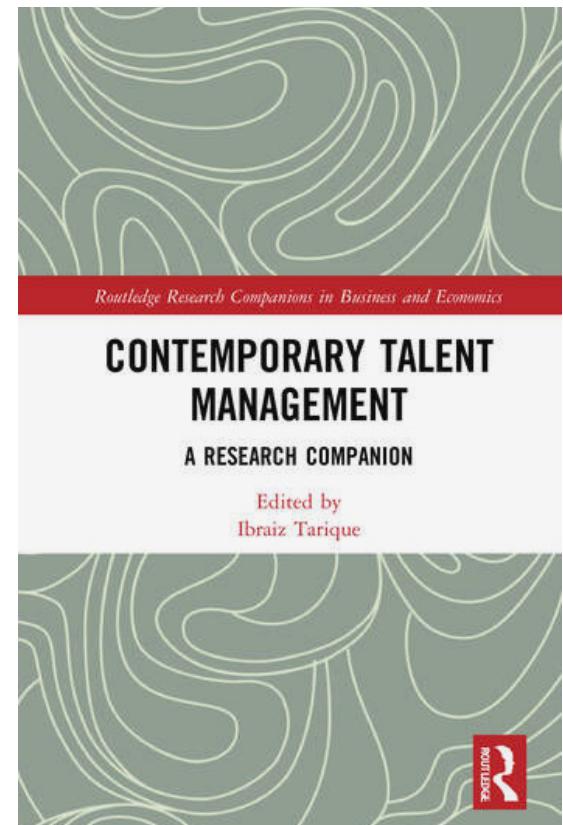
Dr. Pradeep Gopalakrishna is the Chair and a Professor of Marketing at Pace University's Lubin School of Business. He teaches courses at the undergraduate, graduate, and doctoral levels. His research interests are in marketing strategy, market orientation, and case studies. His work has been published in journals such as *Journal of Business Research*, *Journal of Retailing and Consumer Services*, *Management International Review*, *International Journal of Advertising*, and *Journal of Global Marketing*, among others. To date, he has authored over 50 peer-reviewed journal articles and case studies. Dr. Gopalakrishna plays an active role in numerous external initiatives organized by the Center for Global Business Programs at Lubin.

ON THE BOOKSHELF

BOOK ABSTRACT 1

CONTEMPORARY TALENT MANAGEMENT: A RESEARCH COMPANION

Edited by Dr. Ibraiz Tarique and published in 2023 by Routledge, Taylor & Francis.





ISSUE AND IMPORTANCE

Research on talent management has grown exponentially over the past several years as an important area in management. This book, *Contemporary Talent Management: A Research Companion*, and its partner book, *Companion to Talent Management*, assembled over 100 academics and talent management professionals from over 20 countries to provide an in-depth examination of important topics to further develop the field.



MAIN FINDINGS

Talent management can be conceptualized from different, but related perspectives: a replacement for human resource management; a collection of possible configurations or bundles of sophisticated and advanced human resource management policies and practices for employees who have an exceptional high level of human capital (i.e., high levels of skills, abilities, and experiences); a matter of strategic or core jobs/positions; and as a human resource management function. Contemporary talent management looks at each perspective by examining topics related to the core talent management processes (e.g., strategies, activities, policies, practices, and systems) that organizations implement to attract, develop, retain, and mobilize individual employees and teams, related to the external context (e.g., factors or events outside of an organization that are difficult to control) within which talent management occurs, and internal context (e.g., factors or events that occur within an organization).



PRACTICAL IMPLICATIONS

- ▶ Contemporary talent management needs to be more agile to manage both the uncertainty in the talent labor markets and the changes in the marketplace.
- ▶ There needs to be considerable focus on individuals with a high level of human capital; organizations need to deploy a specialized set of talent management policies and practices to manage these individuals.
- ▶ Talent management professionals need to realize that there is more than one definition of talent management and need to understand the different perspectives.



Dr. Ibraiz Tarique is the Chair of the Management and Management Science Department and a Professor of Human Resources and Talent Management at Pace University's Lubin School of Business. He earned his PhD in Industrial Relations and Human Resource Management from Rutgers University.

His current academic research interest is in international human resource management—with a focus on issues related to global talent management and developing high potential employees. Dr. Tarique is the Editor of the *Focus Series on Global Talent Management*, Routledge, Taylor & Francis; *Companion to Talent Management*, Routledge, Taylor & Francis; *Contemporary Talent Management: A Research Companion*, Routledge, Taylor & Francis; Associate Editor of *The International Journal of Human Resource Management*, Routledge, Taylor & Francis; and a Fellow at Pace University's Wilson Center for Social Entrepreneurship. Dr. Tarique has authored and edited several books, has contributed serial chapters to reading books, and has extensively published articles in professional journals and academic proceedings.

 **COMMENTARY****CONTEMPORARY TALENT MANAGEMENT:****A RESEARCH COMPANION****Edited by Dr. Ibraiz Tarique**

Commentary by Dr. Patrick McGuigan

Success in the knowledge economy relies more urgently on talent management in a marketplace disrupted by technology in unexpected and unpredictable ways. This book brings together strategic thinkers who confront the disruption and offers a way for advanced postgraduate and graduate students, management consultants, and academic researchers to improve their knowledge and understanding of the implication of talent management. Globalization has been amplified by rapid advances in virtual capabilities shrinking and eliminating borders for practical reasons, but for legal, cultural, ethical, political, and economic reasons those borders are very real obstacles to optimal talent management. This essential resource helps readers see the scope and breadth of issues related to talent management and helps them gain insight into best practices research in the field.

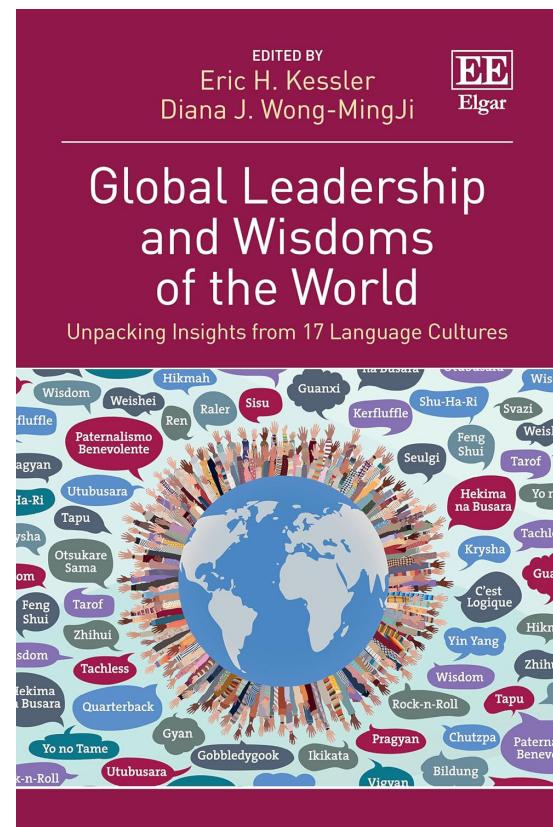


Dr. Patrick McGuigan is a Clinical Professor of Management with a Doctor of Professional Studies degree from Pace University's Lubin School of Business. He has published in a variety of journals and remains professionally engaged.

BOOK ABSTRACT 2

GLOBAL LEADERSHIP AND WISDOMS OF THE WORLD: UNPACKING INSIGHTS FROM 17 LANGUAGE CULTURES

Written by Dr. Eric H. Kessler (with Diana J. Wong-MingJi) and published in 2024 by Edward Elgar.





ISSUE AND IMPORTANCE

This book is based on the premise that languages, and especially critical hard-to-translate terms, reveal deep-seated assumptions, values, and praxis that are often misread outside of their context. In this sense, they can be seen as entryways into exploring core, yet mysterious local wisdoms along with the accompanying best practices that guide life and success. When combined with contributions from distinguished scholars from around the globe, these *wisdoms of the world* can offer global leaders a litany of insights for enlightening understanding, enhancing practice, deepening learning, bridging contexts, and making a sustainable positive impact.



PRACTICAL IMPLICATIONS

- ▶ In general, leaders need to understand the cultural context of local languages, and especially key hard-to-translate terms, to extrapolate key insights from them.
- ▶ Leaders need to analyze local leadership wisdoms to see how the terms reflect and guide thinking and understanding (cognition), feelings and motivation (affect), ethics and principles (character), vision and mission (purpose), community and connection (coordination), and action and execution (effectiveness).
- ▶ Leaders need to synthesize these wisdoms to illuminate underlying reasons for local successes and failures, unique strengths, and dangerous blind spots.
- ▶ Leaders need to facilitate how outsiders can access, incorporate, and apply these wisdoms for engaging effectively both within and across cultures.



MAIN FINDINGS

Combining wisdom and leadership, along with global culture and language, we develop the concept of *language culture* and extract their multitude of local wisdoms so as to synthesize them into a roadmap for leaders surviving and thriving. Including the six *official* UN languages and more, we examine: Arabic, British- and American-English, Farsi, Finnish, French, German, Hebrew, Hindi, Indigenous, Japanese, Mainland-and Non-Mainland Chinese, Russian, Spanish, and Swahili. For each we also offer brief vignettes that tell rich stories about how the wisdoms manifest in and across cultures. Finally, we combine these specific local leadership wisdoms into a template for seeking global leadership wisdom.



DR. ERIC H. KESSLER is a University Distinguished Professor, the Henry George Professor of Management, and the Founding Honors Director at Pace University's Lubin School of Business. An internationally recognized authority on organization management and global leadership, he has published seven critically acclaimed books, authored 125+ scholarly papers, and worked with numerous government and private organizations. He is the worldwide General Editor of *Encyclopedia of Management Theory*, a Fulbright recipient, a professional board member, and a Past President of the Eastern Academy of Management. He has also led business field studies traveling across six continents and was inducted into honorary societies in business, forensics, economics, and psychology.

 **COMMENTARY****GLOBAL LEADERSHIP AND WISDOMS OF THE WORLD:
UNPACKING INSIGHTS FROM 17 LANGUAGE CULTURES****Written by Dr. Eric H. Kessler**

Commentary by Dr. Uzoamaka Anakwe

Leadership and language are inextricably linked. The choice of language as the source of wisdoms of the world is fascinating and offers a creative path towards uncovering 'hidden' knowledge that enriches global leadership. As we read from scholars who are indigenes or conversant with the 17 culture languages, the authenticity is both reassuring and enlightening. It fits readily into pairing it with courses in global business and international management. This book does a terrific job highlighting the diversity of wisdoms from these cultural languages, as well as provides a framework that integrates them. As such, it makes an invaluable contribution to managing relationships and/or situations within different contexts, especially, in the worldwide business arena.



Dr. Uzoamaka Anakwe is an Associate Professor of Management at Pace University's Lubin School of Business. Her current research interests include knowledge sharing and knowledge management within a cultural context, contract and unorthodox work arrangement relationships, and global human resource management. She received her PhD in Organizational Behavior and Strategic Management from Drexel University.