2013 CONFERENCE

From Policy to Prosperity

Sharpen your edge

THE AMERICAN SOCIETY FOR COMPETITIVENESS

American Society for Competitiveness & International Society for Competitiveness

CONFERENCE PROGRAM

November 7-9, 2013
Pittsburgh, PA
Dear American Society of Competitiveness Colleagues:

I’d like to personally welcome each of you to Pittsburgh, PA and the American Society of Competitiveness (ASC) 24th Annual Conference. It is an exciting time for ASC as we continue to grow and adapt to improving competitiveness at the individual, firm, industry, country and regional levels. Our organization is not unique, just like yours, we are confronting a time of many changes and we are meeting these changes during a time of larger nationwide and global uncertainty. The world of competitiveness is an interesting area in which to study and work; and we’ll continue to meet and bring inspired people together in forums like this, to ensure ASC remains at the cutting edge.

Pittsburgh with a population of over 2.6 million is the 20th largest city in the U.S. She is known as both the “Steel City” for its more than 300 related businesses and “The City of Bridges” for its world record of 446 bridges. Legendary for the its steel, Pittsburgh also led innovations and industries in aluminum, glass, shipbuilding, petroleum, foods, appliances, sports, transport, computing, retail, auto and electronics.

I’d like to give you an idea of what you can expect and what we hope to achieve over the next few days. Our theme this year is “Global Competition: From Policy to Prosperity.” On Thursday, Kennametal a Latrobe, PA headquartered firm, will receive an award for competitiveness. On Friday, Dennis Yablonsky, the former secretary of the Pennsylvania Department of Community and Economic Development will be the featured lunch speaker; along with presentations of over 100 papers.

In closing, I thank each of you for attending our conference and bringing your expertise to Pittsburgh. You, as leaders in competitiveness have the vision, knowledge, wherewithal and experience to continue to help ASC pave our way into the future. We could not accomplish what we do without your support.

Many thanks to all of you.

Jim Skesavage  
Chairman of the Board, ASC

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**Conference Objectives:**

- Sharing “real world” experiences and competitive approaches
- Integrating research and practice
- Formulating competitive strategies for success

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**Sponsoring Organization:**

**Indiana University of Pennsylvania**
ABOUT THE AMERICAN SOCIETY FOR COMPETITIVENESS (ASC)

The objectives of the ASC are to foster education and knowledge in subjects related to competitiveness by: a) facilitating exchange of information and ideas among educators, policy makers, and business people; and b) encouraging and assisting research activities which advance knowledge of competitiveness practices and increase the available body of teaching and practice materials. The Society seeks to serve the needs of entrepreneurial scholars and intellectual managers. Specifically, through its conferences and publications, the society intends to effectively serve the needs of academicians interested in the practical application of organizational theory and practicing managers interested in the intellectual development of the discipline.

Membership information can be found at [www.eberly.iup.edu/asc](http://www.eberly.iup.edu/asc)

### ASC GOVERNANCE

**President**- Grover E. Norquist  
**Executive Director**- Abbas J. Ali  
**Chairman of the Board**- Jim Skesavage  

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<th>Academic Program Chair</th>
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<td>Prashanth Bharadwaj</td>
<td>Carl H. Tong</td>
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<td>Abbas J. Ali - Indiana University of Pennsylvania</td>
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<td>Larry Bridwell</td>
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<td>Philip Balsmeier - Nicholls State University</td>
<td>Carl Clark</td>
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<td>Chris W. Brussalis - The Hill Group, Inc.</td>
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<td>Nadia J. Abgrab Noormohamed</td>
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<td>Joe Horton - University of Central Arkansas</td>
<td>Jean-Michel Quentier</td>
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<td>Narendra K. Rustagi - Howard University</td>
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<td>Ahmad Tootoonchi, Frostburg State University</td>
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<td>Casey Hefferin</td>
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<td>Stephanie Vanscavish</td>
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**Featured Presentations and Sessions**

**THURSDAY**

All Society Session: The Paradox of Higher Education: How Online Teaching/ Learning is Changing the Competitive Landscape for Colleges and Universities ............ 7

Special Session for Students: Leadership for Competitive Advantage ......................... 7

Luncheon & Presentation of ASC Award for Contributions to Global Competitiveness in Manufacturing: Kennametal, Inc. John Jacko, Jr., VP and Chief Marketing Officer, Kennametal, Inc. ......................... 7

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Luncheon & Keynote Address: Current State of the Regional Economy, 30 Year Transformation Story, Opportunities and Challenges Going Forward Dennis Yablonsky, CEO, Allegheny Conference and former Secretary for the Pennsylvania Department of Community & Economic Development .......................... 13

All Society Session: Pittsburgh Energy Sector: Contributions to U.S. Competitiveness 13

All Society Session: Competition and Cooperation at Sea in the 21st Century ............. 15

**SATURDAY**

ASC Business Meeting ............................................................................................................ 15
Wednesday, November 6, 2013

Wednesday 7:00 pm – 9:30 pm

Harrisburg

Joint Meeting, ASC Board of Directors and Advisory Council

Thursday, November 7, 2013

Thursday 7:30 am – 5:00 pm

On-site Conference Registration

Thursday 7:30 am – 8:00 am

Philadelphia

Continental Breakfast

Concurrent Sessions

Thursday 8:00 am – 9:10 am

Session 1: The Nature of the Firm and Competition

Latrobe 1

Chairperson: Jose Sanchez-Gutierrez, University of Guadalajara

The Impact of Environmental Variables and Firm Strategies on the Performance of Entrepreneurial Firms

Ananda Mukherji, Texas A&M International University

Jyotsna Mukherji, Texas A&M International University

Pedro S. Hurtado, Texas A&M International University

Axcess–Ontario: Technology as Strategic Initiative in Public Sector

Frank Duserick, Alfred University

Mark Lewis, Alfred University

Mike Manikowski, Ontario County, New York

Brennan Canty, Alfred University

Brandon Parrish, Alfred University

Shannon Mather, Alfred University

A Dynamic Capabilities View of Firm Growth

Michael L. Pettus, Millikin University

Discussant: Paul Wilhelm, Kentucky State University

Thursday 8:00 am – 9:10 am

Session 2: New Challenges in Sustainability Trends

Latrobe 2

Chairperson: Ibrahim Affaneh, Indiana University of Pennsylvania

Global Compact: Making Business Decisions with Care

John C. Cameron, The Pennsylvania State University

Higher Education in the Year 2025

Narendra K. Rustagi, Howard University

Harish Gautam, Doaba College

Innovation Ecosystem, Sustainability, and Internationalization: Examples from the Brazilian Emerging Market Context

Ana Cristina O. Siqueira, Duquesne University

Discussant: Frank Flanegin, Robert Morris University

Thursday 8:00 am – 9:10 am

Session 3: Ethics and Service Quality

Harrisburg/Lancaster

Chairperson: Nadia Abgrab Noormohamed, Salve Regina University
**Higher Education and National Competitiveness**
A.N.M. Waheeduzzaman, Texas A&M University

**Removing Toxins from Consumer Products: The Ethical and Financial Rationales for a Proactive Approach**
Meredith Bollheimer, Mercyhurst University

**Dunning's Investment Development Path for Countries of the MENA Region**
Roula Al Daïa, University of Balamand
Gretta Saab, University of Balamand

**Discussant:** Nadia Abgrab Noormohamed, Salve Regina University

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**Concurrent Sessions**

**Thursday**
9:20 am – 10:30 am

**Session 4: Entrepreneurs and National Competitiveness**

Chairperson: Gretta Saab, University of Balamand

The Institutional Context of Corporate Governance Structure that Generates Collaborative Practices and Distinctive Competencies in Human Resources: A Study of Mexico and Colombia
Jorge Pelayo-Maciel, University of Guadalajara
Jose Sánchez-Gutiérrez, University of Guadalajara

Comparing Entrepreneurial Attitudes: Theory & Evidence from a Cross-Country Study in Asia
Justin Paul, University of Puerto Rico
Archana Shrivastava, Velloor Institute of Technology

A Causal Model of the Entrepreneurial Intentions of College Students
Robert J. Trebar, Lake Erie College

**Discussant:** Joe Horton, University of Central Arkansas

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**Thursday**
9:20 am – 10:30 am

**Session 5: Human Resource Challenges in a Dynamic World**

Chairperson: William M. Fitzpatrick, Villanova University

The Impact of Meetings on Productivity among Employees of Engineering Business Units within a Telecommunication Mobile Operator in Egypt
Sayed M. Elsayed ElKhouly, Ain Shams University
Mohamed Mahmoud Seif ElDin, Etisalat Misr

How Marijuana Legislation Can Affect Human Resource Policies in the Private Sector
Amie Pastore, Saint Francis University
Jonna Contacos-Sawyer, Saint Francis University
Brennan Thomas, Saint Francis University

Whistleblower Protection: Fact or Fiction?
David A. Goodof, Salem State University
Jayanti Bandyopadhyay, Salem State University
Paul F. McGee, Salem State University

**Discussant:** Michael Kosicek, Indiana University of Pennsylvania

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**Thursday**
9:20 am – 10:30 am

**Session 6: Distance Learning and Strategies for Quality Education**

Harrisburg/Lancaster
Chairperson: Robert Lattimer, Rutgers University

Distance Education: Challenges and Opportunities
Aysar Philip Sussan, Bethune-Cookman University
Anthony Recascino, University of Central Florida

Stress among College Students and Its Implication on Their Satisfaction with Higher Education Services
Jungki Lee, Korea University at Sejong
Sunghyun Jang, Korea University at Sejong

How Gamification Rewards College-Aged Consumer Loyalty: One Click at a Time
Taylor Tegtmeier, Salve Regina University
Stephanie Neofotistos, Salve Regina University
Nadia Abgrab Noormohamed, Salve Regina University

Discussant: Carl H. Tong, Radford University

Thursday 10:45 am-12:00 pm

Special Session for Students: Leadership for Competitive Advantage
Latrobe 1

Moderator: Prashanth Bharadwaj, Indiana University of Pennsylvania

Commentator:
James S. Skesavage, Jr. - Atlanta Capital
Dimitris Kranio, Point Park University

Thursday 12:05 pm-1:15 pm

Luncheon & Keynote Address: Contributions to Global Competitiveness in Manufacturing

John Jacko, Jr., VP and Chief Marketing Officer, Kennametal, Inc.

Thursday 1:30 pm-2:45 pm

All Society Session: Pittsburgh Manufacturing Sector: Contributions to U.S. Competitiveness

Moderator: Dean McFarlin, Dean, Palumbo-Donahue School of Business, Duquesne University

Panelists: Ilana Diamond, Director, Innovation Works’ AlphaLab Gear
John Jacko, Jr., VP and Chief Marketing Officer, Kennametal, Inc.
Rod Heiple, Director, Alcoa Technical Center
Greg Babe, President and CEO, Liquid X Printed Metal; former President and Chief Executive Officer of Bayer Corporation

Thursday 10:45 am-12:00 pm

Harrisburg/Lancaster

All Society Session: The Paradox of Higher Education: How Online Teaching/ Learning is Changing the Competitive Landscape for Colleges and Universities

Moderator: Robert Lattimer, Rutgers University

Panelists: Ananda Mukherji, Texas A&M International University
Robert Camp, Indiana University of Pennsylvania

Commentator: A.N.M. Waheeduzzaman, Texas A&M University

Harrisburg/Lancaster

Thursday 1:30 pm-2:45 pm
## Concurrent Sessions

**Thursday**  
2:50 pm – 4:00 pm

### Session 7: Corruption and Moral Responsibility  
**Latrobe 1**

**Chairperson:** Nadia Abgrab  
Noormohamed, Salve Regina University

- *Today’s Fraud Levels, Have They Gone Wild? The Need for Forensic Accounting*  
  Archish Maharaja, Point Park University  
  Dawn Parasolick, Point Park University

- *Work Ethics in Monotheistic Regions: A Critical Analysis*  
  Abbas J. Ali, Indiana University of Pennsylvania  
  Amanda Gordon, Pennsylvania Public Utility Commission

- *Spirituality, materialism and RIASEC: Integrating Ethical and Economic Values in Management*  
  Paul G. Wilhelm, Kentucky State University  
  Jana P. Wilhelm, University of Kentucky

**Discussant:** Moncef Belhedjali, Norfolk State University

### Session 8: Corporate Strategy and Performance  
**Latrobe 2**

**Chairperson:** Mahmoud M. Yasin, East Tennessee State University

**Benefits Strategies for Attracting and Retaining Employees**

- Marian Bender, Saint Francis University  
- Jonna Contacos-Sawyer, Saint Francis University  
- Brennan Thomas, Saint Francis University

**Dark Energy for the Creation of the Firm**  
Zong Dai, Alfred University

**China and the United States: Conflict or Cooperation?**  
Joseph Horton, University of Central Arkansas  
Lauren Maxwell, University of Central Arkansas

**Discussant:** A. N. M. Waheeduzzaman, Texas A&M University

### Session 9: Marketing Strategy and Performance  
**Harrisburg/Lancaster**

**Chairperson:** Narendra K. Rustagi, Howard University

**Marketing and Competitive Advantage in Energy Resources**  
R. Deana Kassira, Bethune-Cookman University  
Aysar Philip Sussan, Bethune-Cookman University

**Is Marketing Influencing the Otaku Subculture? A First Step to Developing a Model**  
Juan Antonio Vargas-Barraza, University of Guadalajara  
Juan Gaytan-Cortez, University of Guadalajara  
Iris Cecilia Gutierrez-Zepeda, University of Guadalajara
Strategic Communication for Customer Acquisition in Jordan: Converting Consumers into Customers
Islam A. Azzam, Yarmouk University

Discussant: Frank Duserick, Alfred University

Concurrent Sessions

Thursday 4:20 pm – 5:30 pm

Thursday 4:20 pm – 5:30 pm

Session 10: Competitive Position and Financial Practices
Latrobe 1

Chairperson: Timothy L. Wilson, Umeå University

The Impact of the Federal Debt on the Economy and Suggested Solutions to the Problem
Cyril Alapatt, Southern Connecticut State University
Omid Nodoushani, Southern Connecticut State University

The Most Competitive Business Sectors among the 2012 Top 500 U.S.A Companies
Rolando Pena-Sanchez, Texas A&M International University

Financial Sustainability: A Necessary Condition for Competitiveness
Frank Flanegin, Robert Morris University
Dennis Rudd, Robert Morris University
Jinshyang Roan, Soochow University

Discussant: Ibrahim Affaneh, Indiana University of Pennsylvania

Thursday 4:20 pm – 5:30 pm

Session 11: Emerging Economics and Economic Renewal
Latrobe 2

Chairperson: A. N. M. Waheeduzzaman, Texas A&M University

Examining the Relationship between Cultural Intelligence and Conflict Resolution Styles in the Industrial Sector in Egypt
Sayed M. Elsayed ElKhouly, Ain Shams University
Mohamed Gamal Amer, Asec Automation

Leadership and Value Creation on Innovation: The Case of Software Developer Sector in Guadalajara, México
Juan Mejia-Trejo, University of Guadalajara
Jose Sanchez-Gutierrez, University of Guadalajara
Manuel Ortiz-Barrera, University of Guadalajara

Leader's Academic/Experiential Exposure and Their Quality Focus
Michael Kosicek, Indiana University of Pennsylvania
Ramesh Soni, Indiana University of Pennsylvania
Richard Sandbothe, Indiana University of Pennsylvanian

Does Foreign Aid Promote Foreign Direct Investment in the Middle East and North Africa?
Roula Al Daïa, University of Balamand
Gretta Saab, University of Balamand

Discussant: Joe Horton, University of Central Arkansas

Thursday 4:20 pm – 5:30 pm

Session 12: Trade and Economic Development
Harrisburg/Lancaster

Chairperson: Omid Nodoushani, Southern Connecticut State University
**International Trade Secret Protection:**
*Global Issues and Responses*
William M. Fitzpatrick, Villanova University
Samuel A. DiLullo, Villanova University

**Neo-Mercantilism in an Age of Austerity:**
*Thought on the Global Economic Pathology*
Dimitris J. Kraniou, Point Park University

**Capital Structure in Trade of Mexico: Main Factors Influencing Debt Inclusion**
Juan Gaytan-Cortes, University of Guadalajara
Gonzalo Maldonado-Guzman, University Autonomus of Aguascalientes
Joel Bonales-Valencia, University Michoacana San Nicolás de Hidalgo

_Discussant:_ Carl Malinowski, Pace University

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**Friday, November 8, 2013**

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**Concurrent Sessions**

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_**Chairperson:**_ Suhail Abboushi, Duquesne University

**Business Strategy in Mexican Beer Industry: A Case Applying Game Theory**
José G. Vargas-Hernández, University of Guadalajara

**Intelligent Agents in Healthcare**
Kim Hesgard, Upper Iowa University
Evelyn Kendrick, Upper Iowa University
Debra Teske, Upper Iowa University

**Customer Relationship Management as a Competitive Factor in Hospitality Industry in Guadalajara, Mexico**
Elsa Georgina Gonzalez-Uribe, University of Guadalajara
Jose Sanchez-Gutierrez, University of Guadalajara
Juan Mejia-Trejo, University of Guadalajara
Laura Margarita Arias-Miramontes, University of Guadalajara

_Discussant:_ John Lipinski, Indiana University of Pennsylvania

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_**Chairperson:**_ Abhijit Roy, University of Scranton

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Child Labor and Corporate Social Responsibility: A Global Perspective
Omid Nodoushani, Southern Connecticut State University

Can Sustainability be a Source of Competitive Advantage in the Insurance Industry?
Matthew Shea, West Chester University of Pennsylvania
James W. Hutchin, University of Technology-Sydney

Sustainability in Sweden: Reflections from Zhang and London
Lars Lindbergh, Umeå School of Business and Economics
Timothy L. Wilson, Umeå School of Business and Economics

Discussant: Thomas Shaffer, Penn State Altoona

Workforce Challenges in the Transit Industry in Pennsylvania: Trends and Implications for Human Resource Practitioners
Jacqueline Sheader, Saint Francis University
Jonna M. Contacos-Sawyer, Saint Francis University
Brennan Thomas, Saint Francis University

Discussant: Michael L. Pettus, Millikin University

Concurrent Sessions

Friday 9:20 am – 10:30 am

Session 16: International Competitiveness and the Changing Landscape of Global Business

Chairperson: Michael L. Pettus, Millikin University

How to Build a Stronger and Better U.S.-Brazil Trade Relationship
Carl H. Tong, Radford University
Lee-Ing Tong, National Chiao Tung University
James E. Tong, The Vanguard Group

Understanding China's Renewable Energy Technology Exports
Jialu Liu, Allegheny College
Don Goldstein, Allegheny College

Customizing SERVQUAL for Global Competitive Context
Dennis Menezes, University of Louisville
Subhash Lonial, University of Louisville

Discussant: Jean-Michel Quentier, ESC Bretagne Brest (Brittany School of Management)
Friday 9:20 am – 10:30 am

Session 17: Social Media and Emerging Business

Latrobe 2

Chairperson: Conway Lackman, Duquesne University

*The New Business Logics of Video Games: Triple Evolutionary Processes in Perspective*
- Peter Zackariasson, University of Gothenburg
- Timothy L. Wilson, Umeå School of Business and Economics

*Consumer-to-Consumer Effect of Facebook Friends*
- Hala Khayr Yaacoub, University of Balamand
- Rania Najjar, University of Balamand

*Failure and Success Factors in Revival of Towns Using Social Media: Case Studies Pertaining to the Pittsburgh-to-Harrisburg Main Line Canal Greenway Project*
- Thomas Shaffer, Penn State Altoona
- Tulay Girard, Penn State Altoona
- Mackenzie R. Sternberg, Penn State Altoona

Discussant: Azad Ali, Indiana University of Pennsylvania

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Friday 10:45 pm-12:00 pm

Harrisburg/Lancaster

All Society Session: Pittsburgh Financial Sector: Contributions to U.S. Competitiveness

Moderator: Jay Sukits, Professor Katz
- School of Business, University of Pittsburgh

Panelists: Mike J. Donnelly, Vice President, CS McKee
- D. Bryant Mitchell, Executive Vice President, PNC
- James K. Neese, Senior Vice President, Bank of America
- Thomas J. Nist, Director of Graduate Programs and Donahue Chair in Investment Management, Duquesne University

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Friday 9:20 am – 10:30 am

Session 18: Higher Education and Human Capital Formation

Harrisburg/Lancaster

Chairperson: Archish Maharaja, Point Park University

*Innovations in Higher Education: A Discussion*
- Deepak Subedi, Marshall University

*A Critical Comparison between the Agent Based Modeling Approach and the Classical View of Emergent Strategies*
- Pedro S. Hurtado, Texas A&M International University
- Ananda Mukherji, Texas A&M International University

*Differences in Marketing Ethics Attitudes between U.S. and Indian Graduate Students*
- Carl Malinowski, Pace University

Discussant: Hamid Khan, Our Lady of the Lake University
Friday 12:05 pm-1:20 pm
Philadelphia

Luncheon & Keynote Address: Current State of the Regional Economy, 30 Year Transformation Story, Opportunities and Challenges Going Forward

Dennis Yablonsky, CEO, Allegheny Conference and Former Secretary of PA Department of Community & Economic Development

Emerald Best Paper Awards Ceremony

Friday 1:30 pm-2:45 pm
Harrisburg/Lancaster

All Society Session: Pittsburgh Energy Sector: Contributions to U.S. Competitiveness

Moderator: Jay Apt, Carnegie Mellon University

Panelists: Andrew Butcher, CEO, Gtech
W. Terry Boston, President and CEO, PJM Interconnection
Timothy E. Martinson, Director
Starline DC Solutions, Universal Electric Corporation
Dan Weaver, Director of Public Outreach, Pennsylvania Independent Oil and Gas Association

Concurrent Sessions

Friday 3:00 pm – 4:10 pm

Session 19: Strategic Initiatives and Firm Competitiveness

Chairperson: Zong Dai, Alfred University

Session 20: Innovation in Knowledge-Based Economy

Chairperson: Hamid Khan, Our Lady of the Lake University

Implementing Employee Participative Programs in a Global, Unionized Environment

Ronald K. Taylor, Shippensburg University

An Overview of Creativity in the Context of Innovation

Sami Abbasi, Norfolk State University
Gary L. Whaley, Norfolk State University
Moncef Belhadjali, Norfolk State University

A Cross-National Study of the Influence of Environmental Sustainability on Global Competitiveness: The Moderating Role of Cultural Dimensions and Economic Conditions

Abhijit Roy, University of Scranton
Irene Goll, University of Scranton

Strategies for Creating New Businesses, a Sociocultural and Institutional Approach

José G. Vargas-Hernández, University of Guadalajara

The Weaknesses of the Intrapreneurial and Venture Capitalist Approaches to Disruptive Innovation: An Opportunity for Angel Investors

Areeq Barakat, State University of New York at Plattsburgh
Kamal Dean Parhizgar, Texas A&M International University

Discussant: Michael L. Pettus, Millikin University
Virtual Study Abroad: A Case Study  
John Lipinski, Indiana University of Pennsylvania  

Discussant: Deepak Subedi, Marshall University

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**Friday**  
3:00 pm – 4:10 pm  
**Session 21: Creating Business Friendly Environment**  
**Harrisburg/Lancaster**  
Chairperson: Amanda Gordon, Pennsylvania Public Utility Commission  
Immigration Reform – The Case of H-1B  
Suhail Abboushi, Duquesne University  
Talent Management in Company’s Sustainable Development Concept  
Monika Chodorek, Nicolaus Copernicus University  
Agata Sudolska, Nicolaus Copernicus University  
Service Excellence beyond Ethnic Enclaves: Lessons from Indian Immigrants  
Emmanuel T. Kodzi Jr., Rollins College  
Discussant: Carlos F. Gomes, University of Coimbra

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**Concurrent Sessions**  
**Friday**  
4:20 pm – 5:30 pm

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**Friday**  
4:20 pm – 5:30 pm  
**Session 22: Knowledge and Competitiveness**  
**Latrobe 1**  
Chairperson: Shahid Siddiqui, Long Island University  
Testing the Chess Versus Business Strategy Hypothesis: The Culture of Evaluation Helps Entrepreneurship and Ethics  
Paul G. Wilhelm, Kentucky State University  
Jana P. Wilhelm, University of Kentucky  
Competitiveness and Currency in Global Supply Chain  
Marc Sardy, Rollins College  
Temur Jabiev, Rollins College  
Knowledge Management and Operation Management as Drivers on Competitiveness: Manufacturing SMEs in Guadalajara, Mexico  
Guillermo Vazquez-Avila, University of Guadalajara  
Jose Sanchez-Gutierrez, University of Guadalajara  
Tania Emma Nuñez-Moreno, University of Guadalajara  
Discussant: John Lipinski, Indiana University of Pennsylvania

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**Friday**  
4:20 pm – 5:30 pm  
**Session 23: Public Policy and Geopolitical Games**  
**Latrobe 2**  
Chairperson: Hamid Khan, Our Lady of the Lake University  
Public Sector Project Manager Characteristics: Evidence from Portugal  
Carlos F. Gomes, University of Coimbra  
Mahmoud M. Yasin, East Tennessee State University  
Michael H. Small, East Tennessee State University
*Competitiveness of Monarchies and Republics in the Middle East and North Africa (MENA) Region: A Comparative Analysis*

Moses N. Kiggundu, Carleton University
Chris Smith, Carleton University
Aareni Uruthirapathy, Carleton University

*Testing Maccoby’s Theory of Productive Narcissism with US Presidents: Global Competitiveness and Dark Triad Implications*

Paul G. Wilhelm, Kentucky State University
Jana P. Wilhelm, University of Kentucky
LT. Timothy G. Wilhelm, United States Air Force

*Discussant: Carl H. Tong, Radford University*

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**Friday 4:20 pm – 5:30 pm**

**Session 24: Coping with Economic Crisis**

**Harrisburg/Lancaster**

*Chairperson: Ibrahim Affaneh, Indiana University of Pennsylvania*

*Corporate Social Responsibility Effects on Competitiveness: Manufacturing SMEs in Guadalajara, Mexico*

Jose Sanchez-Gutierrez, University of Guadalajara
Paola Irene Mayorga-Salamanca, University of Guadalajara
Elsa Georgina Gonzalez-Uribe, University of Guadalajara

*Investing in our Nation’s Aging Highway Infrastructure: Selecting Revenue-Generating Initiatives that Tap into the Motorist’s Concern for the Environment*

Michael Callow, Morgan State University

*Nathan K. Austin, Morgan State University*

*Fixing the Euro Crisis*

Larry Bridwell, Pace University

*Discussant: Zong Dai, Alfred University*

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**Friday 5:40 pm-6:40 pm**

**Harrisburg/Lancaster**

*All Society Session: Competition and Cooperation at Sea in the 21st Century*

Rear Admiral Chris Parry, Defense & Security Specialist with World Check, UK

*Moderator and Commentator: Len Hochberg, Mackinder Forum-US*

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**Saturday, November 9, 2013**

**Saturday 7:30 am-8:20 am**

**Philadelphia**

*Continental Breakfast*

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**Saturday 8:30 am-9:30 am**

**Business Meeting: All Conference Participants**

*Latrobe 1*

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**Saturday 9:40 am – 11:10 am**

*Concurrent Sessions*

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**Saturday 9:40 am – 11:10 am**

**Session 25: Corporate Governance and Strategic Initiatives**

*Latrobe 1*

*Chairperson: Michael Callow, Morgan State University*
ERP Integration in the Accounting Curriculum
Kakoli Bandyopadhyay, Lamar University
Gisele J. Moss, Lamar University
Alicen Flosi, Lamar University

Highly-Skilled Immigrant Entrepreneurs in the United States and the Unique Competitive Advantages That They Possess over Their Unskilled Counterparts
Areeg Barakat, State University of New York at Plattsburgh
Kamal Dean Parhizgar, Texas A&M International University

The Strategic Dynamics of FDI-FPI Interdependencies: An Extended Gravity Model Analysis
Shahid Siddiqui, Long Island University
Vijay Vemuri, Prairie View A&M University

Discussant: Zong Dai, Alfred University

Saturday 9:40 am – 11:10 am

Session 26: Practical Perspectives on Improving Higher Education Standards
Latrobe 2

Chairperson: Aysar Philip Sussan, Bethune-Cookman University

Instrumental to Ethical: Ancient Guidance for Contemporary Individual Social Responsibility
Jen Jones, University of Pittsburgh, Greensburg
Prashanth Bharadwaj, Indiana University of Pennsylvania

Improvisation in Educational Delivery using System Simulation and Project Management Software for Compressed, On-Demand On-Line (COOL) Courses
Hamid Khan, Our Lady of the Lake University

Managing Service Learning Projects in Information Technology Courses
Theresa McDevitt, Indiana University of Pennsylvania
Azad Ali, Indiana University of Pennsylvania

Strategic Management Accounting Usage, Perceived Environmental Uncertainty and Organizational Performance
Hamzah Al-Mawali, The American University of Ras Al-Khaimah
Hussam Al-Shammari, Indiana University of Pennsylvania

Discussant: A. N. M. Waheeduzzaman, Texas A&M University

Saturday 9:40 am – 10:10 am

Session 27: Market Structure and Performance
Harrisburg/ Lancaster

Chairperson: Deepak Subedi, Marshall University

E-business Performance Measurement: A User-Level Approach
Pedro M. Torres, University of Coimbra
Carlos F. Gomes, University of Coimbra
Mahmoud M. Yasin, East Tennessee State University

Pricing Effluent into the US Auto Industry
Conway Lackman, Duquesne University
Chunni Jin, Duquesne University

Toward a Conceptual Framework of Regulatory Strategy: The Bio/Pharm Industry Case
Jean-Michel Quentier, ESC Bretagne Brest (Brittany School of Management)

Discussant: Jose Sánchez-Gutiérrez, University of Guadalajara
ACADEMIC AWARDS

Emerald Best Paper Awards

Friday 12:05 pm – 1:20 pm
Philadelphia

Best Conceptual Paper Award

Friday 3:00 pm – 4:10 pm  Latrobe 1

The Weaknesses of the Intrapreneurial and Venture Capitalist Approaches to Disruptive Innovation: An Opportunity for Angel Investors
Areeg Barakat, State University of New York at Plattsburgh
Kamal Dean Parhizgar, Texas A&M International University

Best Empirical Paper Award

Friday 8:00 am – 9:10 am  Latrobe 2

Can Sustainability be a Source of Competitive Advantage in the Insurance Industry?
Matthew Shea, West Chester University of Pennsylvania
James W. Hutchin, University of Technology-Sydney

ASC Outstanding Paper Awards

Thursday 8:00 am – 9:10 am  Latrobe 1

The Impact of Environmental Variables and Firm Strategies on the Performance of Entrepreneurial Firms
Ananda Mukherji, Texas A&M International University
Jyotsna Mukherji, Texas A&M International University
Pedro S. Hurtado, Texas A&M International University

Friday 4:20 pm – 5:30 am  Harrisburg/Lancaster

Corporate Social Responsibility Effects on Competitiveness: Manufacturing SMEs in Guadalajara, Mexico
Jose Sanchez-Gutierrez, University of Guadalajara
Paola Irene Mayorga-Salamanca, University of Guadalajara
Elsa Georgina Gonzalez-Uribe, University of Guadalajara
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