

The background of the entire page is a photograph of the United States Capitol dome in Washington, D.C. The dome is white with a dark top and is partially obscured by pink cherry blossom branches in the foreground. The sky is a clear, bright blue.

2018 WASHINGTON BUSINESS RESEARCH FORUM

MARCH 23-24, 2018

Program & Proceedings

WASHINGTON PLAZA HOTEL
WASHINGTON D.C.



WBRF

2018 WASHINGTON BUSINESS RESEARCH FORUM



WBRF

Forum Agenda

Washington Plaza Hotel, Washington DC

Friday, March 23 rd , 2018		
11:00 AM – 12:00 PM	REGISTRATION	
12:00 PM – 12:40 PM	Opening Session	LUNCH Opening Remarks: Barron H. Harvey, Ph.D., Dean <i>Howard University School of Business</i>
12:40 PM – 2:20 PM	EDUCATION Session Chair: Eric Burgess	
12:40 PM – 1:00 PM	Session I	Impact of Communication Apprehension on Student Attitudes and Self-Assessment <i>Melvin C. Washington, Howard University</i> <i>Ephraim A. Okoro, Howard University</i> <i>Otis Thomas, Bowie State University</i>
1:00 PM – 1:20 PM		Professional Contingent Workers: Adjunct Professors Impact the Academic Experience <i>Kanata A. Jackson, Hampton University</i> <i>Nicoleta Maghear, Hampton University</i>
1:20 PM – 1:40 PM		Is Brain Hemisphericity a Correlate of Performance in Problem-Solving Courses: A Case Study from an HBCU <i>O. Felix Ayadi, Texas Southern University</i> <i>Mammo Woldie, Texas Southern University</i> <i>Anthonia Allagoa-Warren, Texas Southern University</i>
1:40 PM – 2:00 PM		Are Historically Black Colleges And Universities Prepared For International Financial Reporting Standards? <i>Marlissa J. Phillips, Clark Atlanta University</i>
2:00 PM – 2:20 PM		The History of Historically Black Colleges and Universities: Access for African Americans to Higher Education <i>Eric Burgess, Lincoln University</i>
2:20 PM – 2:30 PM	BREAK	

2:30 PM – 4:10 PM	ENTREPRENEURSHIP AND DIVERSITY Session Chair: Jean Wells	
2:30 PM – 2:50 PM	Session II	African Youth Entrepreneurship: Youth Dividend or Ticking Time Bomb? <i>Jean T. Wells Howard University</i> <i>Wheeler R. Winstead, Howard University</i>
2:50 PM – 3:10 PM		Minorities, Women and Immigrants in The North Carolina: Business Owned, Challenges and Potentials <i>Nisha Singh, Livingston College</i>
3:10 PM – 3:30 PM		Gentrification of the Fifty Largest US Cities: An Examination of Demographics and Impact on Ethnic Diversity <i>John E. Williams Morehouse College</i> <i>L. Jide Iwarere, Howard University</i>
3:30 PM – 3:50 PM		Empowering Organic Entrepreneurial Assets Within Underserved Communities <i>Walter Cotton III, The Cotton Exchange</i>
3:50 PM – 4:10 PM		Developing Entrepreneurial Mindsets in Under-served Communities: Lessons Learned <i>J. D. Rolle, Medgar Evers College</i>
4:10 PM – 5:30 PM	INFORMATION SYSTEMS Session Chair: Rajni Goel	
4:10 PM – 4:30 PM	Session III	The Role of Self-Efficacy and Technology Upon the Participation of Men in Healthy Lifestyle Behavior <i>Karen Maxwell, Hampton University</i>
4:30 PM – 4:50 PM		E-Accessibility and Service Quality <i>Kungpo Tao, Elizabeth City State University</i> <i>Paulette Edmunds, Elizabeth City State University</i>
4:50 PM – 5:10 PM		Information Privacy Risk Analysis Of Digital Transactions <i>Kimberlee Moorning, Medgar Evers College</i>
5:10 PM – 5:30 PM		CYBERSECURITY: The New Competitive Advantage In The Financial Sector <i>Rajni Goel, Howard University</i>
5:30 PM		REMARKS Barron Harvey

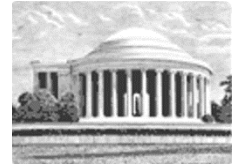
5:35 PM – 6:45 PM	RECEPTION	
Saturday, March 24 th , 2018		
7:45 AM – 8:30 AM	BREAKFAST (Registration)	
8:30 AM – 9:30 AM	SUPPLY CHAIN MANAGEMENT Session Chair: Anupam Kumar	
8:30 AM – 8:50 AM	Session IV	Environmental Strategy: The Importance of SCM Experience in Top Management Teams <i>Anupam Kumar, Howard University</i>
8:50 AM – 9:10 AM		Towards a Supply Chain Network Competitive Advantage <i>Laquanda Leaven Johnson, North Carolina A&T State University</i> <i>Linda Silver Coley, North Carolina A&T State University</i> <i>Joseph Huscroft, North Carolina A&T State University</i>
9:10 AM – 9:30 AM		Talent Management and Military Veterans: Critical Success Factors in Transitioning from Military Service to a Civilian Career <i>Adelle Bish, North Carolina A&T State University</i>
9:30 AM – 10:30 AM	BUSINESS TOPICS Session Chair: Ruby Beale	
9:30 AM – 9:50 AM	Session V	A Time Series Analysis of Structural Composition of Earnings in FDIC Insured Commercial Banking and Savings Institutions <i>Achintya Ray, Tennessee State University</i>
9:50 AM – 10:10 AM		Globally, Uncorrected Refractive Errors Are One of the Principal Causes of Visual Impairment. <i>Uma Kelekar, Marymount University</i>
10:10 AM – 10:30 AM		The Reality of the Economics of Retirement Securities for Moderate Income Families <i>Ruby L. Beale, Hampton University</i> <i>Glenda Evans, Hampton University</i> <i>Indya Weaver, Hampton University</i> <i>Cheyenne Trammell, Hampton University</i> <i>Kendell James, Hampton University</i> <i>Chyanne Thomas, Hampton University</i> <i>Ja’Neil Jones, Hampton University</i> <i>James Hooper, Hampton University</i>
10:30 AM – 10:40 AM	BREAK	
10:40 AM – 12:40 PM	INTERNATIONAL BUSINESS Session Chair: Behnaz Quigley	

10:40 AM – 11:40 AM	Session VI	Management Scholarship: Americanization or Globalization? <i>Constant D. Beugré, Delaware State University</i>
11:00 AM – 11:20 AM		The Effect of Foreign Direct Investment on Labor Market in Home Country (Labor Market) <i>Kalibinuer Keyimu, Bowie State University</i>
11:20 AM – 11:40 AM		Seminar Course in Pluralism <i>Narendra K. Rustagi, Howard University</i>
11:40 AM – 12:00 PM		The Move to Economic Nationalism, The Retreat of Economic Integrations and Their Impacts on Global Business <i>Behnaz Z. Quigley, Marymount University</i>
12:00 PM – 12:20 PM		How is International Business Development for the SME Stimulated by the Active Role of the Micro-Consultant? <i>Angela Poulakidas, Medgar Evers College</i>
12:20 PM – 12:40 PM		International Marketing of Services and the Developing Countries <i>Philemon Oyewole, Howard University</i>
12:40 PM – 12:45 PM	CLOSING REMARKS Barron H. Harvey	
12:45 PM	LUNCH ON YOUR OWN	



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2018 WASHINGTON BUSINESS RESEARCH FORUM



WBRF

March 23, 2018

Dear Forum Attendees,

I want to personally welcome each of you to the Annual Washington Business Research Forum (WBRF). The WBRF is now celebrating its 34th year in providing a platform for business researchers of the Washington Consortium of Universities, Historically Black Colleges and Universities, and Universities throughout the U.S. and beyond to share their research, provide important feedback, elicit discussions, network, and collaborate.

The Washington Business Research Forum (WBRF) seeks to do the following:

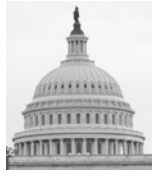
- encourage research among Business Faculty
- encourage joint research and sharing
- provide a platform for networking

This year the Conference will have more than 25 abstracts/papers and over 30 attendees/participants. As Chair of the Forum, I would like to thank WBRF Committee Members Dr. Narendra Rustagi (Howard University) and Dr. Behnaz Quigley (Marymount University) for their hard work and dedication. I would also like to express my sincerest appreciation to Conference Coordinator, Ms. Tamika Law and Conference Committee Members, Ms. Tisha Lee and Ms. Aquila Morris-Alleyne, for their much needed assistance in ensuring the success of this year's Conference.

Finally, I would like to thank each of you for attending and supporting the Forum/Conference and sharing your considerable expertise. Please share your ideas and expertise with one another, network and engage each other to ensure another successful conference. My personal thanks to all of you for attending.

Sincerely,

Barron H. Harvey, Ph.D.
Dean
Howard University
School of Business



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WASHINGTON BUSINESS RESEARCH FORUM



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History

In the spring of 1984, Barron H. Harvey of Howard University convened a meeting with a group of representatives nominated by their colleges and universities, and a research forum was proposed for the 1985-86 academic year. The representatives were from the Consortium of Universities which included the following: American University, Catholic University of America, Gallaudet College, Georgetown University, Howard University, University of Maryland – College Park, and University of the District of Columbia.

These schools and their respective representatives from the Research Committee, focus and aim to:

- Encourage research within and among Consortium business faculty;
- Encourage joint research (institutional and faculty) and promote the sharing of pertinent information on research in the area of business;
- Host a research forum once a year at a Consortium university or college where papers and research ideas will be presented and discussed; and
- Publish the proceedings of the research forum, including abstracts of papers presented.

Since 1985 there have been annual forums hosted by a variety of member universities and colleges. The current representatives from the Consortium of universities include the following:

Howard University

Dr. Barron Harvey (Chairman)

Howard University

Dr. Narendra Rustagi

Marymount University

Dr. Behnaz Quigley

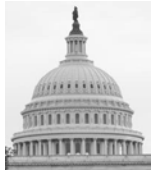
University of Maryland

Dr. Lawrence M. Lossen

In 2007, the Washington Consortium School of Business Research Committee sought to expand participation in its annual research forum to other universities and colleges beyond Washington, D.C. The new organization is now titled The Annual Washington Business Research Forum (WBRF) and hosted its first annual forum on January 4-5, 2008, at the Embassy Suites, Crystal City in Arlington, Virginia.

In 2010, the Annual Washington Research Forum entered into a partnership with the National HBCU Business Deans' Roundtable to receive financial support and encourage the faculty of member schools to attend the forum and present their research.

In 2010, the Annual Washington Business forum inaugurated the Washington Business Research Journal.



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Participating Schools

Bowie State University

Clark Atlanta University

Delaware State University

Hampton University

Howard University

Lincoln University

Livingstone University

Marymount University

Medgar Evers College

North Carolina A&T State University

Tennessee State University

Texas Southern University

The Cotton Exchange

SESSION I

Education

Session Chair: Eric Burgess, Ph.D.

Impact of Communication Apprehension on Student Attitudes and Self-Assessment

Melvin C. Washington, Howard University

Ephraim A. Okoro, Howard University

Otis Thomas, Bowie State University

Professional Contingent Workers: Adjunct Professors Impact the Academic Experience Kanata

A. Jackson, Hampton University

Nicoleta Maghear, Hampton University

Is Brain Hemisphericity a Correlate of Performance in Problem-Solving Courses: A Case Study from an HBCU

O. Felix Ayadi, Texas Southern University

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Are Historically Black College And Universities Prepared For International Financial Reporting Standards?

Marlissa J. Phillips, Clark Atlanta University

The History of Historically Black Colleges and Universities: Access for African Americans to Higher Education

Eric Burgess, Lincoln University

IMPACT OF COMMUNICATION APPREHENSION ON STUDENT ATTITUDES AND SELF-ASSESSMENT

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ABSTRACT

Over the past decade, communication scholars (Frisby, Berger, Burchett, Herovic, & Strawser, 2014) have determined that oral presentation and effective writing skills represent a significant measure of academic preparation and success for competitive advantage in leadership positions in organizations. Additionally, recent studies (Czekanski & Wolf, 2015; Steart & Tassie, 2011) reveal a concern about the impact of communication apprehension on business students in their learning environments. Other studies (Karim & Shah, 2012; Rocca, 2010) focused on the prevalent phenomenon in many university classrooms causing students' inability or unwillingness to perform effectively or adequately in written and oral communication skills. Previous research (Neer, 1987; Robnson III, 1997) determined that employers placed high emphasis on students' competence in writing and presentation skills, especially during interviewing processes for management/administrative positions. A significant component of business communication courses at many universities and colleges, including Howard University, involve oral presentation assignments in classroom settings. Against this background, the current study (in progress) explores the impact of Communication Apprehension (CA) on oral presentation in strategic business communication and on students' attitudes toward oral presentation. Stewart & Tassie (2011) characterized communication apprehension or anxiety as a stage of nervousness that develops in the process of students' presentations, discussion of course assignments, participation in group/team projects, or other forms of public delivery. Further, Weaver & Jiang (2005) operationalized communication apprehension as a type of shyness or timidity occasioned by fear and low self-esteem in communicating with people in a public forum or in making presentation in a classroom context. Due to increasing interest on interpersonal effectiveness, face-to-face interactions, and competent professional presentations required in workplaces and in business education, a study of the impact of communication apprehension, stage fright, or nervousness in classroom presentations is exceedingly relevant. This study will employ a hybrid methodology involving evaluation of pre-class/post-class surveys of 250- 300 students in business communication classes in 2017 and 2018 semesters, and class presentation observations. The study will provide recommendations for improving students' oral presentation competence and effective delivery.

**PROFESSIONAL CONTINGENT WORKERS - ADJUNCT
PROFESSORS
IMPACT ON THE ACADEMIC EXPERIENCE**

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ABSTRACT

Historically the contingent workforce has referred to temporary nonprofessional jobs, usually casual labor, and seasonal workers. Technology, economic conditions, and demographic changes have resulted in increased numbers of skilled contingent workers. Enter the professional contingent worker – adjunct faculty. Universities have steadily increased the number and classification of adjunct faculty ostensibly in an effort to address budgetary concerns and the academic mission for a burgeoning student body. This study to examines the impact of adjunct faculty on students’ academic experience and students’ perceptions of similarities and/or differences between full time and adjunct professors.

Key Words: Contingent workers, professional contingent workers

IS BRAIN HEMISPHERICITY A CORRELATE OF PERFORMANCE IN PROBLEM-SOLVING COURSES: A CASE STUDY FROM AN HBCU

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ABSTRACT

This research is set to determine the brain dominance characteristics of students enrolled in business statistics courses in an HBCU in a major southeastern Texas city. Secondly, it is to investigate the relationship between a student's brain hemispheric preference and academic performance in college courses, which emphasize problem solving. The results reported in this study reveal that left-brain and right-brain dominant students are at parity when it comes to performance in a problem-solving course. Moreover, both left-brain and right-brain dominant learners perform better than whole-brain dominant learners in a problem-solving course.

ARE HISTORICALLY BLACK COLLEGES AND UNIVERSITIES PREPARED FOR INTERNATIONAL FINANCIAL REPORTING STANDARDS?

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ABSTRACT

The timeline for U.S. convergence to the adoption of the International Financial Reporting Standards (IFRS) detailed by the Securities and Exchange Commission (SEC) has halted. However, the CPA exam has tested candidates' knowledge of the differences between IFRS and U.S. GAAP since 2011. Public accounting firms continue to anticipate that accounting graduates would have exposure to IFRS and possess the skills to assess the impact of both standards on the financial statements. Globalization and the increase in multinational enterprises require accounting students to understand standards beyond U.S. GAAP. Contemporaneously, African-American accounting students continue to lag in CPA licensure. Lack of exposure to the content on the CPA exam may be a barrier to African-American accounting students. This paper seeks to examine the preparedness of Historically Black College and Universities (HBCU) in including IFRS in the accounting curriculum.

THE HISTORY OF HISTORICALLY BLACK COLLEGES AND UNIVERSITIES: ACCESS FOR AFRICAN AMERICANS TO HIGHER EDUCATION

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ABSTRACT

This critical inquiry examines the history of Historically Black Colleges and Universities (HBCUs) in America. It will further establish why they were created and how they have persisted in providing access for African Americans to higher education. Despite overt efforts to deny blacks equal access to institutions of higher learning in America, HBCUs have been there to serve in this unique capacity since their inception. Gradual changes in the laws and attitudes of American society regarding the civil rights of the disenfranchised have made it possible for qualified African Americans to attend almost any higher learning institution of their choice. The roles of HBCUs have evolved over time and their institutional missions are being redefined to address the changing needs and demands of African Americans and society at large. Many HBCUs have also become important higher learning options for students representing other socially, culturally, and ethnically diverse segments of the American educational marketplace. The purpose of this critical inquiry is to review and analyze the historical evolution of HBCUs and their roles in American higher education.

Research Questions:

The fundamental research questions that will be addressed throughout this inquiry are: What was the purpose for establishing Historically Black Colleges and Universities (HBCUs), how has that purpose evolved over time, and is there still a need for them in American higher education?

SESSION II

Entrepreneurship & Diversity

Session Chair: Jean Wells

African Youth Entrepreneurship: Youth Dividend or Ticking Time Bomb?

Jean T. Wells Howard University

Wheeler R. Winstead, Howard University

Minorities, Women and Immigrants in The North Carolina: Business Owned, Challenges and Potentials

Nisha Singh, Livingston College

Gentrification of the Fifty Largest US Cities: An Examination of Demographics and Impact on Ethnic Diversity

John E. Williams Morehouse College

L. Jide Iwarere, Howard University

Empowering Organic Entrepreneurial Assets Within Underserved Communities

Walter Cotton III, The Cotton Exchange

Developing Entrepreneurial Mindsets in Under- served Communities: Lessons Learned

J. D. Rolle, Medgar Evers College

AFRICAN YOUTH ENTREPRENEURSHIP: YOUTH DIVIDEND OR TICKING TIME BOMB?

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ABSTRACT

Africa has more people under the age of 18 than on any other continent. This youth population is projected to double by 2050, thereby placing more stress on economic and educational resources. In 2017, African Renewal magazine presented two different potential outcomes of Africa's growing youth population: dividend or ticking time bomb. Larger numbers of vulnerable youth become recruiting targets for violent extremist groups. According to Human Rights Watch "more than 120,000 children under 18 years of age are being used as soldiers." These realities support the perspective of a ticking time bomb. However, some researchers see African youth entrepreneurs as "dividends" who may transform the continent. This paper posits that the availability of computers and the internet, and a hunger for change, enabling institutions and democratic governments support the second perspective. The paper will examine this new phenomenon, synthesize the commonalities, and offer suggestions for expansion.

MINORITIES, WOMEN AND IMMIGRANTS IN THE NORTH CAROLINA: BUSINESS OWNED, CHALLENGES AND POTENTIALS

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ABSTRACT

Relative to the civil right era, minorities, women and immigrant in the United States have made a giant stride in all spectrums of human endeavors in the United States. Many scholars have studied the economic activities of immigrants in the United States of America. (Borjas, 1986; Schuetze and Antecol, 2007; Fairlie and Robb, 2008 and others) and they found that approximately 10% of the total businesses in the United States are owned by immigrants. They are important part of the U.S. economy and contribute to its productivity growth and technological advancement (Bureau of labor Statistics, American Community Survey). In North Carolina total minority population is 26.33% of total population, total minority owned firm is 10.79% of total firm and annual sales of minority-owned firms in State is 1.29% (US Bureau of Labor Statistics, Current Population Survey, 2005 March Supplement). The main objective of this research paper is to study the business ownership of minority, women and immigrants in the North Carolina and to find out the cause of failures and opportunities for future growth in Real estate businesses, Manufacturing business, transportation, real state and service business.

Keywords: Minority, Black, Asian, Latinos, Entrepreneurship, Business Success, Funding

GENTRIFICATION OF THE FIFTY LARGEST US CITIES: AN EXAMINATION OF DEMOGRAPHICS AND IMPACT ON ETHNIC DIVERSITY

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ABSTRACT

Optimal residential location patterns in American cities; characterized by housing choice decision that is constrained by journey to work, proximity to employment and related consumption attributes, have historically reflected Alonso's construct of a bid rent gradient. This depicts a spectrum of low-income household concentration near the Central Business District gravitating to a higher-income, lower density suburban ring. Wheaton (1974) cast the decision making underlying this behavior as a utility-maximizing framework in which "...consumers do not select optimum points on the hedonic surface given a price gradient. Rather they offer a price gradient given a level of indifference." Recent studies have observed some systematic changes in the residential location preferences of some American households that are exerting considerable impact on the age-old pattern in several American cities. These include Ehrenhalt (2012), Gallagher (2013), and Kotkin (2013). Ehrenhalt refers to this incipient change as "Demographic Inversion" (DI) . It involves an emerging trend of 'Back to the City' against the old order of suburbanization pattern. He sees 'White flight to the suburbs and intensified residential segregation as giving way to inner city revitalization with some integration of the rich and poor; and some displacement of the less affluent, perhaps to the 'inner suburbs' in some cases' (Iwarere & Williams, forthcoming).

Ehrenhalt's DI is a special case of gentrification, a process by which suburban households relocate to "emerging" neighborhoods in the Central City, outbid some of the existing residents in the neighborhood housing market; and ultimately alter the geographic sector's distribution of income, housing prices, ethnicity, educational attainment and related demographic attributes.

Several studies which have also observed this lately include Kahn (2007), McKinnish et al.(2009), Guerreri et al. (2010), Gould Ellen & O'Regan (2011) etc. A major study of gentrification in the fifty largest American cities conducted in 2010 by Governing Magazine covered 11238 census tracts and observed gentrification to have taken place in 20% of those tracts the 2000 to 2010 decade.

This paper is an extension of our earlier study by which we tested the veracity of Ehrenhalt's Demographic Inversion hypothesis in Washington, DC and concluded that it had a localized rather than a city-wide effect. We seek to answer the questions:

- What impact does gentrification have on ethnic diversity in major cities at large?
- What is the inter-regional impact of reordering ethnicity between the City and the Metropolis?

We use the database employed by the Governing Magazine study of 2010 (2009-2013 American Community Survey, US2010 Longitudinal Tract Data Base) to answer these questions and draw some policy implications. We measure Diversity with Simpson's entropy model.

Diversity Index (D^*) is defined as "an entropy index that measures the even-ness or uneven-ness of spatial distribution of population subgroups in tracts within countiesreflecting the extent of racial diversity in an area." (Simpson, 1949; Shannon; Hill, 1973). D^* incorporates all racial/ethnic groups within each geographic unit . Its possible range of values are 0 to 1 as follows:

- ☐ 0 = perfectly even : all neighborhoods/clusters have same composition as for DC
- ☐ 1 = perfectly uneven : each neighborhood/cluster has only 1 population group.

$$D^* = - \sum (x_{ik} \log x_{ik})$$

$k = 1, 2, \dots, z$ ($z = \#$ of ethnic groups)

x_{ik} = proportion of the population in race category k in neighborhood I

EMPOWERING ORGANIC ENTREPRENEURIAL ASSETS WITHIN UNDERSERVED COMMUNITIES

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ABSTRACT

By expanding cocurricular programs to support the entrepreneurial skill-set development needs of emergent enterprise owners, who seek to leverage their well-defined but underutilized public sector contracting advantage. Historically black colleges and universities (HBCUs) and predominately black institutions (PBI) would become keenly positioned to increase their student populations (i.e., the degree and certification seeking students), grant and donation capture while also empowering residents of underserved communities with the ability to become meaningful jobs creating assets within their communities.

The dynamic growth being enjoyed by programs like Syracuse University's Institute for Veterans and Military Families ('IVMF') presents a premier example of the outcomes that are suggested and evidenced throughout this paper. More importantly this paper suggests that HBCUs and PBIs are equally well positioned to take ownership of the latent demand for targeted cocurricular programs that focus on the entrepreneurial development needs of the residents of underserved communities. And are best positioned to empower the resulting enterprises and community stakeholders with the ability to turn the Public Sector's demand for the products and services of these emergent enterprises into sustainable jobs creating assets within underserved communities.

This paper also seeks to connect the jobs creating interests of the underserved community's stakeholders, and their Organic Human Resources ('OHR'), to a set of empowering public-sector regulations and programs that enable the jobs growth advantages contemplated here in.

My objective is to reveal a comprehensive strategy for achieving the outcomes outlined in this paper, by utilizing the experiential learnings that resulted from more than 20 years of interface with a broad segment of stakeholder from underserved communities (e.g., Preference Owning Residents, Business Development Organizations, Intuitions of Higher Learning and Government Agencies) as justifications for the conclusions suggested by this paper.

Keywords: Entrepreneurs; Under-served; Economic development; Minority Business

DEVELOPING ENTREPRENEURIAL MINDSETS IN UNDER-SERVED COMMUNITIES: LESSONS LEARNED

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ABSTRACT

The paper will present a summary of the original research commissioned by the Opportunity Funding Corporation (OFC), which after 40 years of service to the minority business development community, merged under the Thurgood Marshall Foundation. The study reviewed entrepreneurship outcomes across Historically Black Universities (HBCUs) and impacts on economic development in minority communities.

This paper also reviews recent entrepreneurial initiatives of Medgar Evers College Entrepreneurship and Experiential Learning Lab (EEL) which were funded by the CUNY Strategic grant and Carnegie Corporation. The efforts include co-curricular programs such as study abroad, entrepreneurial Bootcamp, industry mentors, business plan competitions, and individualized venture support.

Finally, the paper compares the outcomes of the earlier body of work to current entrepreneurial program outcomes to assess progress in the ability to increase the entrepreneurial mindsets of students and others served by entrepreneurship programs. Several academic papers were written under the auspices of grant funding; we discuss the results of these studies. The goal is to assess strengths and weaknesses of academic programming to both improve career readiness and entrepreneurial skill sets across academic disciplines.

Keywords: Entrepreneurs; Under-served; Economic development; Minority Business

SESSION III

Information Systems

Session Chair: Rajni Goel, Ph.D.

The Role of Self-Efficacy and Technology Upon the Participation of Men in Healthy Lifestyle Behavior

Karen Maxwell Hampton University

E-Accessibility and Service Quality

Kungpo Tao, Elizabeth City State University

Paulette Edmunds, Elizabeth City State University

Information Privacy Risk Analysis Of Digital Transactions

Kimberlee Moorning, Medgar Evers College

CYBERSECURITY: The New Competitive Advantage In The Financial Sector

Rajni Goel, Howard University

THE ROLE OF SELF-EFFICACY AND TECHNOLOGY UPON THE PARTICIPATION OF MEN IN HEALTHY LIFESTYLE BEHAVIOR

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ABSTRACT

Few health interventions are targeted exclusively to men. Limited knowledge exists regarding the specific components needed to design Internet applications to appeal to men. This study examined the relationship between the use of Internet applications and the role of self-efficacy in men and the influence upon participation in healthy lifestyle behaviors, such as diet and physical activity. A quasi-experimental design was used to analyze data collected from the National Cancer Institute's (NCI) Health Information National Trends Survey (HINTS). A group of men who used Internet applications were compared to a control group of men who did not use Internet applications. Results from the regression analysis indicated that the use of Internet applications for self-management of health behavior had a significant effect upon participation in healthy lifestyle behavior $t(49) = -2.212, < .05$. Self-efficacy was found to have a greater significant effect upon participation in healthy lifestyle behavior than Internet Applications $t(49) = -2.557, p < .05$. Self-efficacy mediated the relationship between Internet applications and participation in healthy lifestyle behavior $t(48) = -2.744, p < .05$.

E-ACCESSIBILITY AND SERVICE QUALITY

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ABSTRACT

This research examines the antecedents of service quality and the associated factors that may influence customers' satisfaction with restaurants. Using secondary data collected from online sources, the authors adopt indexes of restaurant performance to measure the metrics of restaurant characteristics and electronic accessibility (E-accessibility).

The sample consists of 131 chain restaurants across the United States. T-test and ANOVA are employed to confirm the manipulation effect on service quality. Additionally, regression models are conducted to explain the significance of antecedents of service quality. The results support the hypotheses that customers' perception of service quality in restaurants does not directly correlate to the E-accessibility of online menus, on-line ordering and mobile apps. The exception to that finding exists only when the restaurant's app is widely known and popular. The moderating effect of location of stores is not supported. ANOVA findings show no significant difference between locations.

Perception of service quality does correlate directly to the amount of time customers are willing to wait to be seated during peak dining hours and the time customers spend dining in the restaurant. Restaurant managers can use customer waiting time and dining time as a heuristic in determining customer satisfaction with the facility.

INFORMATION PRIVACY RISK ANALYSIS OF DIGITAL TRANSACTIONS

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ABSTRACT

As digital transactions assume a greater influence in the day-to-day lives of people around the world, many people want ways to hold businesses accountable for information control. During the last five years, more than nine billion records have been stolen or compromised. Data breaches are linked to weak internal security procedures and practices, likely due to misconfigured databases. Transporting customer information online or in global networks to third parties means increased risk for outsiders to attain deep visibility into confidential information. Since it can be both legally and practically challenging to obtain relief through legislation, consumers are left to vote with their one potent weapon, their business. The fiduciary duty to protect consumers is dissolute and the secondary market of selling consumer information pulled from these open systems is more prevalent. Business must adopt critical risk perception measures to reduce the severity and vulnerability levels of information misuse.

CYBERSECURITY: THE NEW COMPETITIVE ADVANTAGE IN THE FINANCIAL SECTOR

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ABSTRACT

Banks and financial institutions have transformed into sophisticated technology companies that provide financial services as their core business. This digital transformation has added cybersecurity as an increasingly critical management concern in the financial sector for cyber-attacks and fraudulent transactions have become more frequent and widespread. Though traditionally the investments in security have been thought of as a defensive investment, we introduce a new perspective of the value of Cybersecurity investment. We propose that security investments must be leveraged as a competitive advantage and cyber security must be viewed as a strategic asset. If cybersecurity is embedded into the firm as an integral element of the firm's strategy, it can be used to differentiate the firm from its competitors. We present a concept of how financial “technology” institutions can realign their cyber security activities with the firm's strategic objectives and to a competitive advantage.

SESSION IV

Supply Chain Management

Session Chair: Anupam Kumar, Ph.D.

Environmental Strategy: The Importance of SCM Experience in Top Management Teams

Anupam Kumar, Howard University

Towards a Supply Chain Network Competitive Advantage

Laquanda Leaven Johnson, North Carolina A&T State University

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Talent Management and Military Veterans: Critical Success Factors in Transitioning from Military Service to a Civilian Career

Adelle Bish, North Carolina A&T State University

ENVIRONMENTAL STRATEGY: THE IMPORTANCE OF SCM EXPERIENCE IN TOP MANAGEMENT TEAMS

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ABSTRACT

As the importance of maintaining a proactive environmental agenda gains significance, an understanding of the impact from top management team (TMT) characteristics on environmental strategy is of critical importance. Drawing on upper echelon theory (UET) and the theory of generativity, we analyze the impact of supply chain management (SCM) experience, age, and gender diversity in TMTs for a proactive environmental strategy. The theory is tested with an original panel data set of 2,703 firm-year records. Measure of a proactive environmental strategy is drawn from Kinder, Lydenberg, and Domini (KLD) database, and TMT composition is derived from executive profiles recorded in Bloomberg. The findings support the positive impact of SCM experience, aging, and gender diversity on a proactive environmental agenda. Furthermore, the results reveal stronger support for a green agenda in an aging and heterogeneous TMT when supported by SCM experience. In sum, this study highlights the significance of gender diversity and age, and makes a strong case for the importance of SCM experience in TMTs for a proactive environmental strategy.

TOWARDS A SUPPLY CHAIN NETWORK COMPETITIVE ADVANTAGE

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ABSTRACT

The increasing argument that competitive advantage occurs between supply networks instead of individual firms necessitates that business concepts, which are typically viewed from a firm perspective for their effects on competitive advantage, must now be viewed differently. Considering this emergent perspective, the effect of supply chain network core competence on competitive advantage is a question of interest. A yearlong participant-observer engagement within a Fortune-50 firm embedded in a global supply chain network underpins this research. The study develops and validates supplier-manufacturer relational leadership core competence (RLCOMP) and supplier-manufacturer executional leadership core competence (EXLCOP), capturing both intangible and tangible aspects of value co-creation in a supply network, when aligned with customer orientation. Using regression modeling, the constructs were deployed in a nomological net with customer-orientation (CUSTOR), for the effects on competitive advantage (COMADV). Results show a clear path to competitive advantage, which is defined in this study's domain as brand innovation. This study considers both tangible and intangible factors to drive supply network competitive advantage.

TALENT MANAGEMENT AND MILITARY VETERANS: CRITICAL SUCCESS FACTORS IN TRANSITIONING FROM MILITARY SERVICE TO A CIVILIAN CAREER

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ABSTRACT

Military veterans combat unique challenges when transitioning to civilian careers. As a talent management issue, and to better support veterans, appropriate methods to facilitate transition and adaptation are required. Career management theory acknowledges the significant obstacles involved in mid-career transitions. Yet, contextually our theoretical understanding of the psychological transition for veterans is limited. Research needs to progress from the current focus on employability and recruitment practices to the identification of methods to facilitate individual transition and testing of interventions. This research investigates the mechanisms that influence successful transition of veterans to civilian careers. Specifically, the moderating effects of work environment and job design, sense of purpose, perceptions of fit, supervisor relationship, and acceptance by non-veterans are considered. Developing this highly contextual framework of veteran career transition builds upon and extends career management and talent management theory while also providing targeted insights for improved talent management practice.

SESSION V

Business Topics

Session Chair: Ruby Beale, Ph.D.

**A Time Series Analysis of Structural Composition
of Earnings in FDIC Insured Commercial Banking
and Savings Institutions**

Achintya Ray, Tennessee State University

**Globally, Uncorrected Refractive Errors Are One of
the Principal Causes of Visual Impairment.**

Uma Kelekar, Marymount University

**The Reality of the Economics of Retirement
Securities for**

Moderate Income Families

Ruby L. Beale, Hampton University

Glenda Evans, Hampton University

Indya Weaver, Hampton University

Cheyenne Trammell, Hampton University

Kendell James, Hampton University

Chyanne Thomas, Hampton University

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A TIME SERIES ANALYSIS OF STRUCTURAL COMPOSITION OF EARNINGS IN FDIC INSURED COMMERCIAL BANKING AND SAVINGS INSTITUTIONS

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ABSTRACT

This paper looks at the aggregate quarterly income statements of all FDIC insured commercial banking and savings institutions spanning 67 quarters between 2001:Q1 and 2017:Q3. The concentration of the earnings are modeled using the Herfindahl-Hirschman Index. The concentration index increased nearly 16-20% during the sample period. Augmented Dickey-Fuller tests performed to test for the unit root (stationarity) reveal that the presence of unit root cannot be rejected in the income stream concentration data. In other words, the time series movement of the concentration index is found to be non-stationary. The unit roots are tested for multiple lags and functional specifications. The results consistently point to the unit root in the data. The results exhibit that the income streams in the FDIC insured commercial banking and savings institutions have become very concentrated and that concentrations has been strongly increasing over the course of the 21st century. It is also found that the great recession of 2008-09 might have changed the structural composition of the income stream diversity in a more permanent way than commonly perceived. The emerging lack of diversity in the earning streams raises serious concerns about the transmission of financial shocks in future. This emerging concentration may also point towards the possibility of structural instabilities in earnings in the FDIC insured commercial banking and savings institutions.

GLOBALLY, UNCORRECTED REFRACTIVE ERRORS ARE ONE OF THE PRINCIPAL CAUSES OF VISUAL IMPAIRMENT.

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Data and Methods: A cross-sectional study about visual impairment was conducted in a primary public school in the town of Chulucanas in northern Peru. 343 school-going children from Grades 1 through 6 were screened for myopia using the widely used Snellen chart. Prevalence of myopia in left/right eyes were estimated. Children were further classified into categories of Mild VI (Vision Impairment), Moderate VI, and Severe VI. The association of prevalence with socio-economic factors including age, grade, and gender were also determined using chi-square tests.

Results: More than a quarter (26%) of the sampled children were found to have myopia in either one or both eyes. Majority of the children reported Mild VI (21.6%), followed by Moderate VI (2.9%) and Severe VI (1.2%). Additionally, 21% reported an error in either the left or the right eyes. Visual impairment in both eyes was found in 16% of the children. One in every five children (22.2%) were not corrected for myopia. The highest unmet need was seen among those with severe VI (4, 100%), followed by those with mild (64, 86.5%) and those with moderate VI (8, 80%). Prevalence of error was associated with grade and gender at a statistically significant level. As a child progressed in school, prevalence was found to be higher. Girls reported a higher prevalence as compared to the boys.

Conclusions: Although school-based screening are effective in identifying children with visual impairment, educational initiatives among the children, teachers and parents are necessary in order to reduce the unmet need of eyeglasses.

THE REALITY OF THE ECONOMICS OF RETIREMENT SECURITIES FOR MODERATE-INCOME FAMILIES

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ABSTRACT

A significant portion of Americans does not feel prepared for retirement or that they will have enough savings to live a life that they consider a quality life. Retirement is a leading issue for individuals in the United States as studies show that almost half of the entire population is not on the right path to have an optimal retirement income. This combined with the fact that the average lifespan is increasing and the possibility that there will not be any social security when the millennial generation retires. There are numerous factors contributing to this dilemma: increased life span, poor financial planning, debt and as well as a variety of others. Potential steps individuals can take towards retirement planning include creating a budget, having contingency plans for emergencies, hiring financial professionals and starting early. While retirement planning has been an issue for all Americans, there have been studies that examine these issues in moderate-income families in how they save for retirement. Some of these differences can have a significant impact on the quality of living for many in a positive or non-positive direction.

SESSION VI

International Business

Session Chair: Behnaz Quigley, Ph.D.

Management Scholarship: Americanization or Globalization?

Constant D. Beugré, Delaware State University

The Effect of Foreign Direct Investment on Labor Market in Home Country (Labor Market)

Kalibinuer Keyimu, Bowie State University

Seminar Course in Pluralism

Narendra K. Rustagi, Howard University

The Move To Economic Nationalism, The Retreat Of Economic Integrations And Their Impacts On Global Business

Behnaz Z. Quigley, Marymount University

How Is International Business Development For The SME Stimulated By The Active Role Of The Micro-Consultant?

Angela Poulakidas, Medgar Evers College

International Marketing of Services and the Developing Countries

Philemon Oyewole, Howard University

MANAGEMENT SCHOLARSHIP: AMERICANIZATION OR GLOBALIZATION?

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ABSTRACT

According to the recent membership statistics of the Academy of Management, there are about 17637 active members from 113 countries as of December 2017. Of this total, 9,285 members are located in the United States, representing 52.65% of total membership and 47.35% are overseas. In fact, the recent decades have witnessed a dramatic increase in international membership in the Academy of Management (Tsui & Jiaotung, 2007). Based on the number of international members spread across several countries, one could rightfully conclude that the Academy of Management is indeed a global academic association. As an example, its annual meetings can be described as ‘global events’ during which management scholars from around the world gather to share their research findings, interests and build professional connections.

If the Academy of Management is a global organization as the characteristics of its members illustrate, it is then important to know whether management scholarship in its flagship publication outlets is also a global enterprise. In so doing so, the present paper addresses the following question. Is scholarship in the Academy of Management’s flagship publication outlets, specifically the Academy of Management Journal and the Academy of Management Review, a global phenomenon or is it mostly a US-centric scholarly endeavor?

Addressing this question is important because management research has converged on the North American and specifically the US paradigm (Engwall, 1998; Tsui & Jiaotung, 2007; Murphy & Zhu, 2012) thereby leading to a ‘homogenizing tendency’ (March, 2005). In fact, there is a tendency for management research to be homogenized and likely to follow the North American and particularly US paradigm (March, 2005; Tsui, 2008). This paradigm, however, may be insufficient to provide a better understanding of novel contexts (Tsui & Jiaotung, 2007).

As Tsui (2004) indicated, “few scholars would argue that much of management knowledge today is the product of scholarly work by researchers in North America, especially the United States, and secondarily by scholars in Western Europe” (p. 492). The American dominance of management scholarship has led to the homogenization of management knowledge and research paradigm. However, one must acknowledge that the homogenization of management scholarship could lead to ‘knowledge depletion’ in management because of the limitations of the North American research paradigm to create universal management knowledge applicable everywhere. This is particularly important to the extent that management research is context-specific (Rousseau & Fried, 2001).

Rousseau and Fried (2001) cite two reasons that call for emphasizing the role of context in organizational research: 1) the domain of organizational research is becoming more international, giving rise to challenges in transporting social science models from one society to another and 2) the rapidly diversifying nature of work and work settings can substantially alter the underlying causal dynamic of worker-organizational relations” (p. 1). To some extent, this argument supports Porter’s (1996) contention that “where one cannot point to a high level of accomplishment is the global dimension. American-based research on organizations, especially research on behavior within them, has been largely US-domestic focused.”

To address the research question, we reviewed the characteristics of the authors who published in the two leading journals of the Academy of Management. The Academy of Management publishes five journals, the Academy of Management Journal, the Academy of Management Review, the Academy of Management Perspectives, the Academy of Management Learning and Education, the Academy of Management Annals, and recently, the Academy of Management Discoveries. However, the present paper selected the first two publications for the following reasons. These two journals are the flagship publications of the Academy of Management and its oldest publications. The Academy of Management Journal (AMJ) published empirical research, whereas the Academy of Management Review (AMR) is a theory development journal. Both publications focus on the dissemination of new knowledge in management and organization. These two journals also weigh heavily in leading business schools in terms of promotion and compensation. Publishing in these two outlets also grants legitimacy and prestige to authors and schools. Finally, these two publications are perceived by management scholars as the *crème* of management scholarship.

The period covers the first two decades of the twenty-first century spreading from 2000 to 2017 (a span of 18 years). The Academy of Management Journal publishes six issues every year, whereas the Academy of Management publishes four issues each year. The total number of volumes considered were 18 volumes for each publication. The number of issues published by AMJ was 108, while 72 issues were published by AMR.

The analysis was manually processed by looking at the names of the authors, their academic affiliations, the countries where their terminal degrees were obtained and their academic ranks. Such information is usually provided at the end of each article published in AMJ and AMR. In case such information was not provided, a web-search was done by visiting the personal website of the author (when available), the website of the home

institution of by using Google with the leading sentence “Where did author X earn his Ph.D.” Using this web-search provided the opportunity to enter missing data. In very few cases, there was no information about the characteristics of authors. Authors for which this information was missing were excluded from the final analysis.

Results showed that of the 3194 authors who published in Academy of Management Journal, 2195 (68.72%) were based in the United States, whereas 999 (31.28%) were located in foreign countries. The same pattern was observed for the Academy of Management Review. Of the 1273 authors who published in AMR during the same period, 884 (69.44%) were based in the United States and 389 (30.56%) were based outside the United States. The results were even more dramatic when the country where authors received their terminal degree was considered. Most authors earned their doctoral degrees in the United States compared to foreign universities. Of the 3194 authors who published in AMJ, 2446 (76.58%) earned their doctorates in American universities, whereas only 748 (23.42%) earned their doctorates outside the United States. The same pattern was also observed for AMR. Of the 1273 authors who published in AMR from 2000 to 2017, 941 (73.92%) earned their doctoral degrees in American universities and 332 (26.08%) from foreign universities.

The findings that management scholarship as evidenced by publication in the Academy of Management leading journals is dominated by the United States, support previous results (Engwall, 1998; Tsui, 2004; Murphy & Zhu, 2012). The results also indicated that several regions of the world, including Africa, the Middle East and North Africa region, and Latin America were severely under-represented in these two journals. These findings are consistent with observations by Eden and Rynes, (2003), Tsui (2004) and Murphy and Zhu (2012) who indicated that certain regions of the world were underrepresented in management scholarship. Specifically, Tsui (2004) observed that management knowledge from South America, Africa, and Asia represent a small part of the global management knowledge base.

Several reasons may explain the underrepresentation of these regions in management scholarship. Undertaking high quality research requires rigorous academic training, which is not always available in less developed countries. “The lack of rigorous empirical research from South America and Africa is disheartening” (Kirkman & Law, 2005, p. 384). Hence, potential scholars from these countries opt to study in the West and particularly in the United States. To internationalize management scholarship, the flagship publications of the Academy of Management is devoting resources to organize publication workshops outside the United States.

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THE EFFECT OF FOREIGN DIRECT INVESTMENT ON LABOR MARKET IN HOME COUNTRY (LABOR MARKET)

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ABSTRACT

The paper mainly focuses on the relationship between Japanese Foreign Direct Investment (FDI) abroad and labor markets in the home country. High exchange rates, high corporation taxes and instability of the domestic power supply caused by the devastating earthquake have accelerated Japanese firms FDI in a specific period of time after the Tsunami in 2011. According to an investigation of the Ministry of Economy, Trade and Industry, about 70% of 163 major manufacturing firms say that there is a possibility of acceleration in moving their supply chains abroad. Following this phenomena, there are two kinds of concerns that have appeared in terms of the Japanese domestic employment level. One is that employment has been shrinking in the manufacturing sector because of the transition of FDI abroad, and it resulted in a hollowing out phenomena in domestic employment (Fukao and Yuan, 2001). The other is that the employment level has been expanding as a whole domestically because of the increasing of FDI abroad (The Small and Medium Enterprise Agency, 2010). The former concern estimated effects of FDI on employment in the manufacturing sector, based on Japanese government data. The latter one compared firms that have started FDI and firms that have not started FDI, based on a 2010 White Paper on small and medium enterprises in Japan. The latter, a counterfactual analysis of the effects of the FDI on employment as a whole, is the main concern of this paper. The paper, utilized The Survey of Overseas Business Activities, which is industry-based aggregate data. This data shows the detailed number of employees in the home-country sector and abroad sector, so we use this data set as an empirical reference for the intended research. The paper employs a counterfactual analysis of the effects of the FDI on the demand for labor by home country parent firms, especially in manufacturing industries via employing the main theme of the standard Heckscher-Ohlin model.

Key words: Foreign Direct Investment, Employment, Hollowing out

Subject Category: 11. International Economic Policy JFL classification code: F2

SEMINAR COURSE IN PLURALISM

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ABSTRACT

Individuals are entrepreneurs by nature and use resources based on prevailing environment and their personal motivation. Thus, for example, when there were no international organizations or forces to stop someone from snatching resources from another, then that is what was invariably done. Regions were colonized and, in the process of taking control, institutions and knowledgebase of the acquired region was destroyed. To achieve their objectives, individuals did not hesitate to enslave other people. Type of enslavement, individuals forced to work against their will, depended upon the situation at the time (<https://en.wikipedia.org/wiki/Slavery>).

It is also known that individuals, by their very nature, work in their best interest. As they lead groups, they focus on their interest first and the interest of the group next to enhance their own interests. For example, when the monarch in England needed help of others, e.g., barons, he collaborated with them and shared power with them to enhance his own powers. It just so happened that the power got distributed more and more and the democratic process evolved. During this period of Age of Reason, religious tolerance and tolerance in general emerged and this lead to an environment conducive to the evolution of fundamental scientific research.

Similar evolution of policies (recognition of sovereignty of nations) emerged in relations to countries. Even though democracy was evolving in Europe and the United States, since colonization still served the interest of these countries, they practiced democracy at home and colonization overseas. The shift occurred as competition between countries evolved. This is clear from the shift in priorities of the United States, which was initially following the expansionist strategy to expand westwards and in the rest of the world. However, when faced with the then Soviet Union, Eisenhower Doctrine emerged. Under this doctrine, “a country could request American economic assistance and/or aid from U.S. military forces if it was being threatened by armed aggression from another state.”

While the environment for growth in fundamental research in science may have happened as an evolutionary process in the past, it is worth exploring if policies that promote pluralism be designed to help in the growth of fundamental scientific research?

An approach for a formal course could then be to identify various topics that could set the stage for discussion on pluralism. For example, the course may start with a study of papers on the role of incentives in the decision making process and the development of policies, e.g., support of subsidies for minority groups. This could be followed by a discussion of papers on religious/cultural pluralism, pluralism in modern times, e.g., religious intolerance in various countries, social, political and economic impact of pluralism, etc.

First 6-7 weeks of course may be used to expose students to the role of incentives in the decision making process and the role of pluralism in growth in history. The later part of the course could then depend on the interests of students and study of those topics by different groups of students and general discussion of those issues, for example, in the entire class.

THE MOVE TO ECONOMIC NATIONALISM, THE RETREAT OF ECONOMIC INTEGRATIONS AND THEIR IMPACTS ON GLOBAL BUSINESS

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The Cambridge University dictionary (2017) defines economic nationalism as a situation in which a country tries to protect its own economy by reducing the number of imports and investments from other countries. Another definition according to Wikipedia (2017) is that economic nationalism refers to an ideology which favors policies that emphasize domestic control of the economy, labor, and capital formation, even if this requires the imposition of tariffs and other restrictions on the movement of labor, goods and capital. In many cases, economic nationalists oppose globalization or at least question the benefits of unrestricted free trade. Economic nationalism may include such doctrines as protectionism, mercantilism, or import substitution.

Economic nationalism is about preventing trade and preventing the movement of capital. It is about protecting select groups regardless of the wider cost – be they incumbent directors in fear of a takeover (more common), or workers in fear of their jobs (less common). Economic nationalism is protectionism-lite; the ad-hoc closure of markets here and there, without any acknowledgement that this is a challenge to wider political or economic processes of cooperation. Economic nationalism nevertheless leads to the adverse spiral of tit-for-tat denial that characterizes protectionism and reduces opportunity for all (Karalis, 2007).

The move to economic nationalism and retreat of economic integrations is expressed in situations such as the withdrawal of United Kingdom (UK) from the European Union (Brexit), independence of Catalonia from Spain, and the nationalist March in Poland. These nationalistic tendencies have had an impact on global business. In this paper I illustrate the various moves to economic nationalism and retreat from economic integrations and how they have impacted global business. However, economic integration is an economic arrangement between different regions, marked by the reduction or elimination of trade barriers and the coordination of monetary and fiscal policies. The aim of economic integration is to reduce costs for both consumers and producers, and to increase trade between countries trading part in the agreement (Investopedia, 2017). Examples of economic integrations are like the free trade agreements, trade unions like the North American Free Trade Agreement (NAFTA). Economic nationalism and retreat from economic integrations has had a number of impacts that I discuss.

First and foremost, Brexit which is a retreat has affected the migration policy and has led to the loss of migrant workers in the United Kingdom (UK). Construction, hospitality and food manufacturing sectors are affected by the loss of European Union (EU) migrants. The demand for low and medium skilled workers is affected. The construction sector companies usually recruit 40% or more low skilled EU migrants. With Brexit, there is no automatic right to free movement in the EU. Some EU Nationals have stated their intention to leave the UK. According to Business Confidence survey, 1 in 12 nationals had stated intention to leave the UK. The number of EU nurses registering after the referendum is less than before the referendum (Gyton, 2017). Brexit will make it harder for UK companies to recruit from other countries. An estimate of 182,000 extra skilled workers will be needed every year for the next 10 years to fulfill in the engineering and manufacturing sector. Leaving the EU would put engineering science and research at risk because funding from the EU might be withdrawn. Brexit would weaken the UK's ability to influence global engineering standards and negatively affect trade with EU countries (Institution of Mechanical Engineers, 2016).

Secondly, 700 companies transferred their legal bases out of Catalonia to other parts of Spain. Spanish business confidence dropped as a result of this move (Manuel, 2017). Banco Sabadell Bank announced to move its headquarters to Alicante to protect the interests of its shareholders, customers and employers. Caixa bank, the biggest bank in Catalonia and third-largest in the country said that it would move its headquarters to Valencia — to avoid the risk of finding itself illegally headquartered outside the euro zone should Catalonia become independent. Inmobiliaria Colonial, Real estate firm Inmobiliaria Colonial agreed to relocate its head offices outside of Catalonia. Abertis, the infrastructure company decided to move its head offices outside of Catalonia. Cellnex, the Spanish telecoms firm also approved to move from Barcelona to Madrid (Silvia, 2017). Therefore, the desire for the independence of Catalonia from Spain has led to several businesses relocating. This affects the revenues of Catalonia. The tax base is reduced as well as employment opportunities.

Another nationalistic tendency is the policies that are advocated by the Trump administration. One of the ideologies is putting America first in trade. The Trump administration has had some negative effects on business because of legislating to protect borders. The president's policy changes are already hurting U.S. innovation. The Trump administration threatens the wellbeing of legal residents, talented students from around the globe, and people travelling on business. It makes it harder for American companies to recruit the people that they need to drive American innovation forward (Maxwell, 2017).

It worth noting that economic nationalism and protectionism has been seen in four ways which are; resistance to foreign ownership, resistance to foreign goods, unwillingness to allow currencies to adjust to export strength, the hiatus in world trade talks. Incumbent politicians now sense that blocking foreign economic activity can be both popular and politically acceptable. Protectionism to protect the few at the expense of the others has costs. Resistance to foreign ownership has become particularly evident in Europe, where economic nationalism, and its coiffured offshoot economic patriotism, are sometimes considered new political movements. Typically, they are employed to protect incumbent board members from takeovers, particularly if shareholders approve these advances (Karalis, 2007). An example of resistance to foreign ownership was the Italian bank Antonveneto collaborated with the Bank of Italy to block a takeover by Dutch ABN Amro, Italian power company Enel was blocked out of a potential takeover of Franco-Belgian utility Suez, by merging Suez with state-owned Gaz de France. Danone managed to scare off potential interest from PepsiCo, and assumed legendary status as a protected strategic industry despite the fact it is not, and no French government ever actually claimed otherwise. CNOOC, a Chinese oil company, tried to buy US firm Unocal with a very high priced offer. Political pressure from Congress and the papers scared the Chinese off, and either saved the Chinese a lot of money or handed Chevron a deal, when it subsequently bought Unocal at much lower price. Dubai Ports World was blocked from a legitimate takeover of P&O by Congress, under the false protestation of national security. From electioneering and scaremongering to murky relationships with Middle Eastern competitors, the politics of this nationalism demonstrated just what a haven for insider dealing and prejudice protectionism it is (Karalis, 2007).

The resistance to foreign goods has also had impacts. An example is when the EU provoked domestic and international conflict by suspending the status of Chinese-produced clothes and textiles already in European warehouses and in transit on ships. Also, in 2001, George Bush introduced a steel tariff that contravened World Trade Organization obligations. This unprecedented protectionism quickly backfired, raising the price of steel on which much other manufacturing depends and threatening to provoke a reaction from trading partners that would cost jobs across America.

Nations have devalued their currencies as a form of economic nationalism and protectionism. China has played a big role in devaluing its currency. The Peoples Bank of China on several occasions has devalued the currency. China is mainly an export oriented economy. Therefore, devaluing its currency is good for its exports.

According to the WTO, the number of trade-restrictive measures in force in the G20 leapt by 16%, to 1,263, from October 2015 to October 2016. According to a recent BCG analysis, proposed changes to US trade policy—which could include the imposition of higher tariffs on goods from certain trading partners or “border-adjustment taxes” on imports—would severely affect many manufacturers that have concentrated their production and sourcing in a handful of low-cost economies. Such risks are likely to force many companies to consider shifting more production closer to consumers at home (Arindam Bhattacharya, Vaishali Rastogi, Michael Tan, & Hans-Paul Bürkner, 2017)

There are a number of implications for changing trade rules for any company that relies on raw materials, components, and finished goods crossing international borders. Implementing a BAT (border adjustment tax), even if corporate tax rates fall to 20%, would essentially eliminate the operating profits of one US sensor manufacturer that now builds most of its devices in Mexico. A major US retail chain that sources goods primarily from Asia would see its operating profits from electronic products plunge by nearly 550% if the US levies a 35% tariff on imports from China. Entire product lines would become unprofitable if the retailer were unable to raise prices. A Mexican food manufacturer that imports agricultural products duty-free from the US under NAFTA could see profits wiped out on one of its main product lines if Mexico applies a 35% tariff in response to higher US duties on Mexican goods. The strategic implications of these potential impacts are significant. Depending on the structure of their supply chains, some manufacturers would go from being today’s cost leaders to tomorrow’s laggards. Large importers, such as brick-and-mortar retailers, stand to lose a significant portion of their operating profits, making this a much more immediate threat to their profitability than the rise of e-commerce. Other companies, however, are better positioned to weather the storm and improve their competitive position under the proposed trade changes.

Two types of proposed policy changes are likely to have the greatest impact on North American manufacturing: a revision of trade rules currently agreed to under NAFTA and tax reform that may include imposition of a Border Adjusted Tax (BAT).

Changes to NAFTA could raise costs of traded goods a result of higher tariffs. (Claudio Knizek , Dustin Burke , Daniel Alanis , Nikolaus Lang , Victor Du , and Manas Singh, 2017)

Expropriation of foreign-owned assets is much en vogue as the race to control national energy supplies and gain market share prompts an increasing number of governments to nationalize or renationalize strategic assets. The rise in economic nationalism in such countries as Argentina and Russia is good evidence of this and has resulted in negative consequences for many international businesses, which succumb to host nations forcibly taking extraordinary stakes in their business. These and other governments have demonstrated an increasing propensity to renege on contracts, which international law gives them the right to do, as long as compensation is fair, prompt, and adequate. As for the Spanish company Repsol, its ownership stake in Argentine oil company YPF was expropriated (Daniel, 2012).

In Poland, a number of people have been employed into state companies to implement the nationalistic and conservative policies of the government. An example is when presidential aide Malgorzata Sadurska joined the board of Poland’s biggest and oldest insurance company. Her main qualification to help run state-owned Powszechny Zaklad Ubezpieczen (PZU) was something else -- loyalty to the ruling Law and Justice (PiS) party. This move helps to buy out foreign interests in the banking and energy sectors. Their objective is to ensure loyalty in major companies and give Pis a say in their personnel, investment and policy decisions (Goclowski, 2017)

Economic nationalism has been developing in some developing nations like Bangladesh. Bangladesh has entrepreneurs who take advantage of nationalistic claims to cut out foreign competition. These entrepreneurs own several media outlets and use them to propel their agenda. These entrepreneurs are also influence politics since they are also in parliament. With such strong links between media, business and politics, an enabling environment is created to use the power of the state to extract economic rent for themselves by embracing economic nationalism as reflected in protectionism pursued by the state. Therefore, this economic nationalism has benefited the few (Muhammad, 2017).

In Algeria, the government put in place a series of restrictive and foreign investment rules which affected direct foreign investments. The government imposed a requirement of at least 51 percent Algerian Ownership of foreign investments. Another requirement was that any foreign investment exceeding 5 billion Algerian Dina (DZD) must be approved by the National Investment Council. Also, foreign investors must maintain a positive foreign-currency account for the whole duration of the investment and must secure the finance to cover project costs from local sources. These requirements led to the reduction in Foreign Direct Investments (European Commission, 2017)

According to the Report from the European Commission (2017), Russia resorted to trade barriers in 2016 to protect its local industry. Russia put in place trade distorting subsidies. A subsidy measure was targeted at promoting the Russian industrial plants in the automotive and agricultural machinery sectors following the significant slowdown of local demand. The government issued two decrees providing export subsidies from the federal budget to companies in these sectors in Russia. The government also introduced specific restrictions for the participation of foreign companies in the framework of investment projects undertaken by state-owned enterprises (SOEs) or by private companies that are subsidized by the state. In the context of this measure, Russia also introduced a 15% price preference for Russian companies participating in tenders by SOEs. Further, Russia adopted two new certification-related barriers concerning the cement and pharmaceutical sectors, aimed at protecting local manufacturing and encouraging further production localization. For cement, it introduced mandatory certification requirements while not issuing certificates to importing companies (except for white cement), which has stopped EU cement exports to Russia since March 2016. Russia has also adopted "Good Manufacturing Practice" certificate requirements for the marketing and the renewal of marketing authorizations for pharmaceuticals, without ensuring sufficient capacities to carry out these procedures in Russia, leading to undue delays for the EU pharmaceutical industry. Russia (together with Kazakhstan) has also notified a draft amendment to the toy safety regulation of the Eurasian Economic Union, planning to introduce requirements on psychological and educational safety, which is unprecedented in international practice and appears to bear no relation to actual toy safety objectives. Finally, Russia rolled out a major border measure in the form of a transit ban on carriers via road and railway from the territory of Ukraine to the territory of Kazakhstan and Kyrgyzstan via Russia, regardless of their origin (i.e. including the EU). The restriction has led to a considerable increase of transport costs for certain EU exporters. Russia also extended its longstanding restrictions for foreign companies to participate in government procurement to two additional sectors (foodstuff and radio-electronic products).

India put in place 5 barriers in 2016. India was fighting the dumping of cheap steel into its economy. Aruna Sundararajan, Steel Secretary, explained that the cheap steel was hurting the Indian steel industry. Surplus steel was finding its way into India. (The Economic Times, 2017). Indian government imposed a minimum import price (MIP) ranging from \$341 to \$752 per metric ton on 173 steel products (Sohrab Darabshaw, 2017). Medical devices are considered as drugs and so go under stricter requirements. Additional duties have been imposed on textiles. These duties and landing charges have imposed a huge burden on EU apparel.

In Switzerland, new restrictions were put on service sectors. EU businesses providing services had to register for Value-Added Tax (VAT) in Switzerland if their annual turnover in Switzerland reached a certain threshold. Most EU businesses providing cross-border services in Switzerland would be required to register for and pay VAT. EU based business would need a fiscal representative in Switzerland, creating further costs. Switzerland also introduced a border measure by reclassifying tariffs for seasoned meat, significantly increasing these tariffs (European Commission, 2017).

In China, with regard to furniture, limits were introduced for the level of certain volatile organic compounds that are not in line with international standards and pose a considerable risk for EU companies of not being able to sell their products in China. For medical devices, in order to be registered in China, the most innovative devices continue to be subject to a clinical trial to be conducted in China.

In Egypt, the Egyptian Government introduced a mandatory registration of companies willing to export their products to Egypt. Among the documents required for the registration, the Decree includes a certificate that the producer and/or the trademark owner maintain a quality control system. All the documents to be provided have to be certified by a Chamber of Commerce, approved by an Egyptian embassy and translated by an accredited translation center. The measure raises concern as to its compatibility with the WTO and the EU-Egypt Association Agreement frameworks as well as creates a number of practical difficulties for companies (e.g. lack of transparency of the registration process, lack of appeal procedure, extensive delays). In addition, Egypt is also preparing a draft automotive tax incentive scheme with the objective of forced localization. The scheme would provide tax deductions for companies reaching a required local component percentage, a local production quantity and/or exportation threshold from Egypt (European Commission, 2017).

In Turkey, Turkish authorities are implementing forced localization measures in the pharmaceutical sector to boost domestic production in Turkey. The Turkish Ministry of Health has requested foreign manufacturers of several pharmaceutical products to produce them locally. In the absence of a 'sufficient' localization commitment by foreign manufacturers, the products will be deleted from the list of items that can be reimbursed under the Turkish health insurance system. This implies that those products will be effectively excluded from the Turkish market. The measure is discriminatory against imports and will have serious implications for the ability of the EU pharmaceutical industry to export to and operate in Turkey, risking a significant loss of market share (European Commission, 2017).

According to the European Commission (2017), new trade barriers recorded in 2016 potentially affected EU exports worth up to EUR 27.17 billion. It is estimated that - taken together - the measures introduced by Russia could have the highest impact on EU exports, potentially affecting trade flows up to EUR 12.26 billion. This is followed by the potential impact of the barriers put in place by Algeria (EUR 3.75 billion), China (EUR 3.7 billion), Turkey (EUR 2.69 billion), India (EUR 2.2 billion) and Egypt (EUR 1.72 billion).

Trade Protectionism weakens the industry since there is less or no competition and so no need for innovation. There is a decline in quality of the product and more expensive than foreign competitors' produce. The Peterson Institute for International Economics estimates that ending all trade barriers would increase U.S. income by \$500 billion. Increasing U.S. protectionism will further slow economic growth. It would cause more layoffs, not fewer. If the United States closes its borders, other countries will do the same. This could cause layoffs among the 12 million U.S. workers who owe their jobs to exports (Amadeo, 2017).

According to Mehreen Khan of the Financial Times (2017), Donald Trump's pledges to renegotiate major US trade deals and the start of Britain's protracted Brexit process threaten to outweigh the positive effect of rising global growth and trade volumes for foreign direct investment in 2017. Global FDI fell 13 per cent in 2016 to \$1.52tn – dipping from 2015's post-financial crisis high in a year marked by subdued economic growth. Declining FDI flows were most notable in Europe where inflows dropped off by 29 per cent to \$385bn – the worst performing continent last year according to the UN's figure.

Protectionist policies could undermine economic growth through the flow of foreign direct investment (FDI) to emerging markets (EMs). FDI typically accounts for over half of all private capital inflows to EMs, brings a beneficial transfer of technology and knowhow in support of EM development. It also gives companies in the U.S. (and elsewhere) the ability to diversify their business models and tap into new markets. Also, protectionist policies could influence trade volumes which is a risk for export dependent countries. Tighter immigration rules could impact remittances, which play an important role in the economies of many Latin American and Caribbean countries. Additionally, a more protectionist U.S. reduces the reward for sound economic policies in partner countries that have pursued economic liberalization and structural reforms on the back of free trade agreements with the U.S. With the U.S. appearing to take less of a global economic leadership role, an opening is emerging for other players to fill the role of promoting their own economic and trade agencies. There are, of course, many drivers of the global economy, financial markets, and capital flows outside of the U.S. A year filled with contentious elections in Europe, and a general rise of economic nationalism throughout the world, pose many challenges as companies rethink their investment strategies in exceptionally uncertain times (Ulrik & Farnham, 2017).

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HOW IS INTERNATIONAL BUSINESS DEVELOPMENT FOR THE SME STIMULATED BY THE ACTIVE ROLE OF THE MICRO-CONSULTANT?

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ABSTRACT

In order for companies to expand and develop their business, firms are increasingly marketing and sourcing in foreign countries as a way to increase the scope of their business. This study reports on the findings of a case study interviews which provides a wide perspective on the issue of the role of the micro-consultant in the ultimate success of the international extension of the business. Findings provide answers to the following questions being addressed: 1. What is the role of the international business development consultant in the formation and facilitation of SME internationalization? 2. How is international business development stimulated by the active role of the micro-consultant who acts as a simulated entrepreneur for the client and themselves? The findings provide a new framework for conceptualizing manner in which the micro-consultant can accelerate the development of markets for SMEs.

INTERNATIONAL MARKETING OF SERVICES AND THE DEVELOPING COUNTRIES

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ABSTRACT

Internationalization of services has gained a great momentum in recent years. Paper analyzes prospects of developing countries in the international marketing of services by examining past trends of service exports by developing countries, and relating these to demand for services in the developed countries through a series of auto regression analyses. Results show that developing countries were marginalized in the international market for services over the 20-year study period. However, there are bright future prospects. The greatest prospects would be in travel services, followed by transport services. Implications of findings for government policy in the service sector are discussed.

Keywords: Services; International Marketing; Exports; Service Sector; Developing Countries; Public Policy.



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Notes