

Innovation · Research · Insights

Paul College Perspectives

Fall 2014



University of New Hampshire
Peter T. Paul College of Business and Economics



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Arnold Garron
Interim Dean

The 21st century has seen a dramatic increase in the types of higher education institutions, and a wave of innovation in how we teach. Online-only universities, MOOCs, and low-cost alternatives have challenged the role of the traditional universities. At the University of New Hampshire, we believe that residential universities with a strong research mission are not only still relevant, they are essential. When students learn from and work directly with faculty who are creating the knowledge that will be published in future textbooks, they are learning the latest insights. This person-to-person relationship also exposes students to engaged faculty who are masters of critical thinking and creative problem-solving, two skills highly-sought by all employers.

That is why, at the Peter T. Paul College of Business & Economics, high-quality research and effective teaching are intertwined goals. We believe that faculty who are intellectually engaged help develop students who are likewise intellectually engaged. We continue to support and encourage research, in part because we believe it enriches the learning environment for our students. As this report shows, these investments are paying off.

As a land grant university, part of UNH's mission is to help improve "agriculture and industry" in the state, the region and beyond. The Peter T. Paul College of Business & Economics plays a key role in these efforts, and significantly impacts business and the economy in a number of ways. The innovative research conducted by our faculty makes them a valuable resource for businesses, organizations and government. We engage with these groups and share our research insights through our centers, executive education programs and through class projects which address the real needs of real companies. In the past year, these efforts have helped over 100 companies and organizations across the U.S. and as far away as China. Our research also impacts business indirectly, as other professors build on ideas generated here to push forward global understanding of key issues.

This report presents an overview of our recent research. It illustrates the quantity and quality of our research, along with the broader impact it has had in the global marketplace of ideas. The Research Profiles presented here highlight the timely and creative research that our faculty conduct. The individuals profiled are representative of the high level of scholarship among Paul College faculty.



Peter Lane
Associate Dean

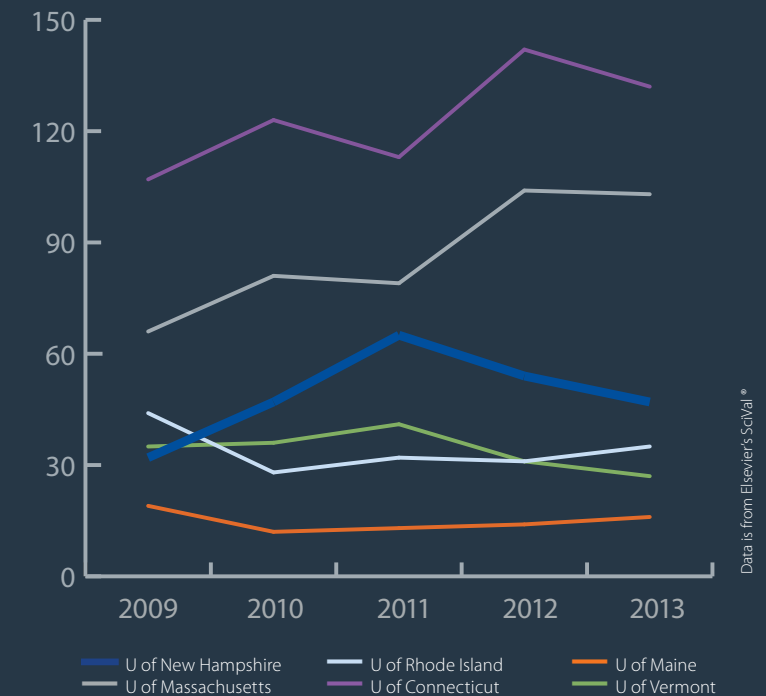




Research Trends & Impact

Our faculty are productive researchers

Articles Published Per Year in Business, Economics & Hospitality

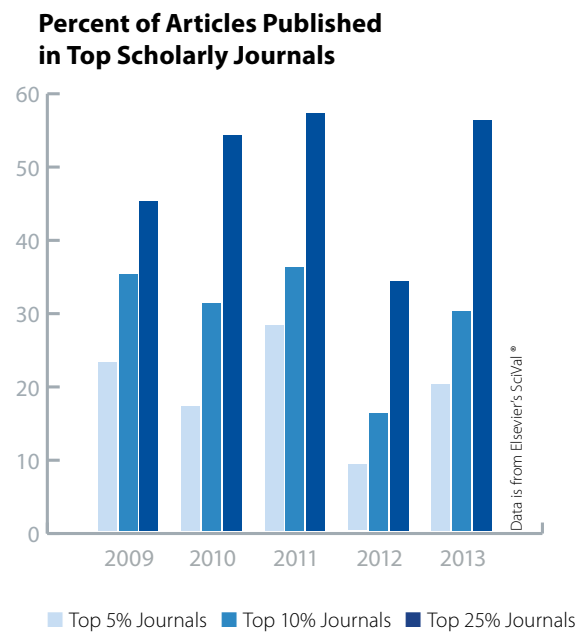


Paul College faculty work with researchers at over 150 institutions

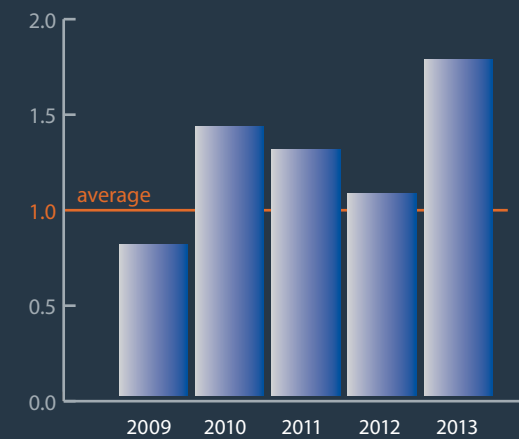
UNH Paul College Top Partners Data is from Elsevier's SciVal *

Top U.S. Partners	Top International Partners
1. Florida State U.	1. Korea U. (Korea)
2. NYU	2. Tsinghua U (China)
3. Michigan State U.	3. Zhejiang U. (China)
4. Yale	4. U. of Copenhagen (Denmark)
5. U. of Illinois at Chicago	5. U. of Bradford (UK)

Most research by Paul College is published in top scholarly journals



Average Field-Weighted Citation Impact for Scholarly Publications



Field-Weighted Citation Impact adjusts for difference in publishing and citation norms in different areas of research and by year. A score of 1.00 is the world-wide average impact on other researchers for a publication in a given year and subject. Data is from Elsevier's SciVal®

In 2013 research by Paul College was 76% more influential than the average for our areas of research





Paul Harvey
*Associate Professor of
Management*

Entitlement, Accountability and Generation Y

It's not just smartphones vs. laptops, texting vs. email, or tweeting vs. phone calls that separate younger workers from their seasoned managers. Those younger workers—aged 21 to 34—who have been labeled “Generation Y,” often possess a clear and strong sense of entitlement, according to research conducted by Paul Harvey, associate professor of management. This sense of entitlement, the topic of much discussion and recent research at Paul College, has revealed another critically important factor. Entitlement-minded employees who have an inflated view of themselves are more likely to accuse their bosses of abuse than are their less entitlement-minded co-workers. Harvey found that Generation Y employees are more likely to exhibit an overly-exaggerated sense of importance, narcissism, reluctance to accept criticism and also expect greater rewards for

their performance. The combination of entitlement and perceived abuse can cause significant problems for managers and cost businesses financially.

As an expert on entitlement and abuse in the workplace, Harvey is regularly quoted by national and international media such as the New York Times, ABC News, UK Telegraph and U.S. News and World Report. Harvey's body of research is having a strong impact. “Before I published my last paper, it was the media who were calling all the time. Now, it's the legal world who calls,” says Harvey, who recently testified before a NH House subcommittee on a bill that would prohibit abusive work environments for public employees. When Harvey answers the phone these days, it's just as likely to be a lawyer calling to ask him

to review testimony and other court documents as it is to be a business organization asking for advice. Harvey recommends that supervisors screen potential employees for entitlement levels and set up systems that cut out all ambiguity. “Entitlement-minded members of Gen Y react well to accountability systems that track everything and show employee flaws. They seem to like systems that leave no ambiguity, even though they're being watched like hawks.”

What's next for Harvey? The brand new Paul College Behavioral Lab will allow him to test his theories through computer simulations, role playing, and physiology measurements, with results in real time. Visit paulcollege.unh.edu/faculty/harvey to read Dr. Harvey's papers.



M. Billur (Akdeniz) Talay
*Assistant Professor of
Marketing*

Signals of Product Quality Are Not Universal

Even in today's globally interconnected marketplace, where consumers have access to enormous amounts of information and product variety—and despite the so-called emergence of “global consumer”—marketers have yet to discover a means of appealing equally to consumers around the world. A product that might perform exceptionally well in one country can fail miserably in another. To what extent do cultural differences affect a product's success in a foreign market? Quite a lot, according to research conducted by Paul College Assistant Professor of Marketing M. Billur Akdeniz and M. Berk Talay, associate professor of marketing at the University of Massachusetts (Lowell).

Based on the results of their research on the entertainment industry in 27 countries across six continents, Akdeniz explains that “Consumers face uncertainty in evaluating the quality of a movie

before they see or purchase it and have a short time to make informed decisions. Studios emit marketing signals about the quality of a movie to reduce prospective moviegoers' uncertainty and to boost box office revenues. However, there can be substantial differences in the use and interpretation of the same movie signals by audiences from different cultures.” Overall, as revenues from international markets become exceedingly important to bottom lines, custom marketing and communications signaling strategies that take into consideration a country's unique cultural fabric can be critically important to a company's success.

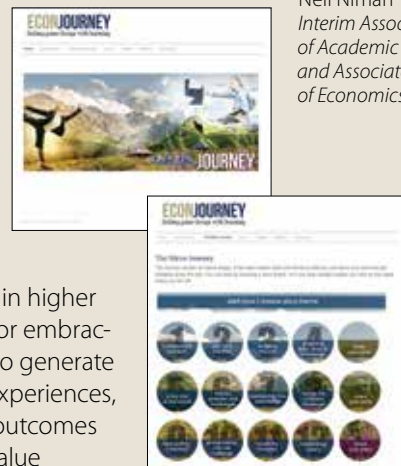
In other research, Akdeniz investigates the role of signaling strategies on the success of automotive sales. Taking into account all the competing global automotive brands in the U.S. market, she examines how various marketing signals can operate simultaneously and have

a positive or negative impact on consumers' perception of quality and thus, product performance. For example, Hyundai, headquartered in South Korea, stepped up its research, design and development, and then communicated changes via marketing signals to U.S. consumers, including a strong advertising campaign during the Super Bowl and Academy Awards and a 10-year, 100,000 mile warranty, to become the fastest growing car brand in the U.S.

Akdeniz's research findings, along with several important implications for marketing that shed light on new products, quality management, and signaling strategies can be found on her web page at paulcollege.unh.edu/faculty/akdeniz-talay.



Neil Niman
Interim Associate Dean
of Academic Programs
and Associate Professor
of Economics



Gaming Higher Education

You say you want a revolution, well...

Over the course of the next decade the traditional college classroom and its significance have the potential to disappear, according to Neil Niman, interim



associate dean of academic programs and associate professor of economics. In his book, "The Gamification of Higher Education:

Developing a Game-Based Business Strategy in a Disrupted Marketplace", Niman contends that widespread and momentous change is needed to retain the interest of frequently inattentive and distracted students. His research explores ways to empower students to participate in the co-creation of their academic and career experiences, thereby offering higher levels of engagement, productivity and overall satisfaction. The nexus of these positive outcomes, Niman claims, is found by using game mechanics to create an academic environment that promotes deep-learning and risk-taking—known in business strategy and marketing as gamification.

Gamification, in its broadest sense, conceives a movement for expanding value. According

to Niman, gamification in higher education is the basis for embracing new technologies to generate personalized student experiences, demonstrate tangible outcomes and shift institutional value propositions. Through this lens, education becomes an exploratory and developmental process, guided by collaboration and active engagement. It incorporates familiar strategies and methods, while simultaneously asking students to go beyond their comfort zones.

While the word "game" is often associated with other words such as "board" or "video," Niman's concept of games extends far beyond entertainment. In his vision, games serve as important building blocks for establishing self-esteem and a sense of purpose. Thus, gamification is about constructing game-like environments that encourage student participation, enjoyment and success. In this context, gamification is not aimed at fabricating alternate universes, instead, it uses game mechanics to motivate and engage students.

As an extension of the concepts in his book, Niman has developed "EconJourney" (econjourney.com), an online supplementary teaching tool that

creates a radically different learning experience. By combining Joseph Campbell's familiar "hero's journey" story archetype, Niman's own coaching model, and what is referred to as a "game wrapper," EconJourney leverages the power of peers, narratives and games to stimulate meaningful competition and increase positive learning outcomes. Over the course of a semester, students construct cohesive narratives which cover the most important topics in an introductory microeconomics course. Each stage of their narrative is associated with a challenge that helps students gain mastery over a particular body of knowledge. This process ensures that the students have a stake in the problems they are trying to solve.

For a look into this vision of the future of education—and the watershed systemic changes it portends—connect to Dr. Niman's research at paulcollege.unh.edu/faculty/Niman. He gives new meaning to the term "old school."



Melissa Bishop
Assistant Professor of
Marketing



Nelson Barber
Interim Chair and Associate
Professor of Hospitality
Management

Intent Doesn't Always Predict Purchases

Are you paying too much attention to the wrong people?

This may sound like something you ask your teenage kids, but it's a question businesses should be asking themselves. According to research by Melissa Bishop, assistant professor of marketing, and Nelson Barber, interim chair and associate professor of hospitality management, they are.

Bishop and Barber discovered that companies place too much importance on opinions gathered from individuals claiming high or moderate intention to purchase their product—in this case wine—and tend to ignore individuals who initially state they have a low intention to buy. The same held true when it came to pricing the item.

Bishop and Barber's research shows that individuals who said they were moderately to very likely to purchase consistently overstated their intentions. In actuality, they were no more likely to purchase or pay more for the product than individuals

who expressed low intentions. Moreover, when the researchers added an "environmentally friendly" tagline, the gap between what consumers with high to moderate intention said and actually did widened considerably.

According to Bishop and Barber, companies need to beware of the effects of external influences on consumers, particularly if they imply social or normative pressure (e.g. environmentally friendly, fair trade, American-made and locally produced). They believe the gap between environmental attitudes and purchase behavior is especially pronounced; consumers think they "should" purchase these products and feel pressure to report positive inclinations to gain approval. "This seems to be the case for 'green' offerings, as many people have expressed positive attitudes and intentions toward going 'green,' but little follow through has taken place. A similar gap in attitude has been identified for 'ethical' products such as fair trade products," wrote Barber and Bishop.

Companies can profit if they pay more attention to consumers who state low purchase and price intentions. These individuals may provide the most accurate measure of what the entire market is willing to purchase and pay. "These more reliable opinions could assist marketers with decisions regarding product positioning, distribution, proposed ad campaigns and pricing...the most probative estimates of which are provided by the very consumers who are likely to be ignored by marketers."

Additional research and recommendations can be found at paulcollege.unh.edu/faculty/barber-phd and paulcollege.unh.edu/faculty/bishop.



Research Leadership



John Hasseldine Named Editor of Advances in Taxation

John Hasseldine, professor of accounting, has been appointed as the editor of the scholarly journal *Advances in Taxation*. To date, this leading journal has predominantly a U.S. authorship, and is considered one of the top two U.S. accounting tax journals. The annual publication includes academic articles on a broad array of tax issues, from compliance to planning to policy.

As the new editor, Hasseldine intends to strengthen the editorial board and increase the journal's international exposure, reach and submissions. An expert in international taxation, he was worked with government tax agencies in the U.S., Canada, U.K., Australia and New Zealand as well as advising the International Monetary Fund (IMF) and the Organization for Economic Cooperation and Development (OECD).

Information on *Advances in Taxation* can be found at emeraldgroupublishing.com/products/books/series.htm?id=1058-7497.



Richard England Publishes Book on Valuing Rural Land

State and local governments are getting tax policies wrong, according to Richard England, professor of economics and natural resources. His new book, "Use-Value Assessment of Rural Land in the United States", co-authored with John E. Anderson, delves into the complexities of current-use property taxation.

"Current-use assessment of rural land was adopted to encourage preservation of rural land and discourage urban sprawl," says England. "This preferential assessment of land has unintended consequences, from eroding legal and constitutional principles to shifting the tax burden to other property owners, often in a regressive way." The authors explore policies, impacts and flaws, and also recommend tax reforms that can serve as a guide for state and local governments.

The book, published by the Lincoln Institute of Land Policy, is the leading resource for key issues concerning the use, regulation and taxation of land. Visit paulcollege.unh.edu/faculty/england for more information.

Research Center News

Center for Venture Research

The Center for Venture Research is a multidisciplinary research unit focused on the study of early stage equity financing for high growth ventures. The Center has appeared on CNBC, MSNBC and National Public Radio. It has been quoted in Forbes, Fortune, Red Herring, Business Week, The Wall Street Journal, The New York Times, the Chicago Tribune and the Financial Times. In addition, Center researchers have testified before Congressional Committees, and given briefings for several government agencies and scholars from the United States, Europe, Scandinavia, Australia, Asia and Africa.

Recent Research

"Do Entrepreneurship and High Tech Concentration Create Jobs? Exploring the growth in employment in U.S. metropolitan areas from 1991 to 2007." Economic Development Quarterly, May 2014.

Rosenberg International Franchise Center

The Rosenberg International Franchise Center is engaged in academic endeavors to produce timely and relevant franchise-related research and forecasts impacting the field of franchising. The center publishes a franchise index that tracks the market performance of the top 50 U.S. public franchisors (RCF 50 Index). Participation in industry seminars as members of the International Franchise Association (IFA) allows for the interaction of academic and business leaders to share information and advance the understanding of franchising.

Recent Research

"The Behavior of Franchisor Stocks." Investment Management and Financial Innovations Journal, 2014, 11(1), 8-18.

"Lodging Executives' Sentiment as a Leading Economic Indicator." Cornell Hospitality Quarterly, Vol. 54(4), November 2013, 406-415.





Graduate Research

Economics Ph.D. Dissertations 2013–14

Olesia Kozlova

Imperfect Knowledge and
Forward-Rate Bias in Developed and
Developing Countries: Does Risk
Matter?

Peter Sullivan

What Drives Exchange Rates?
Reexamining the Exchange Rate
Disconnect Puzzle

Jennifer Trudeau

Essays in the Economics of
Reproductive Behaviors and Health
Outcomes

Economics Master's Research Projects 2013–14

Jadesada Kaewkhao

Carbon Emissions Pricing and Carbon
Trading Prices Relationships

Leili Solatyavari

Environmental Justice and Superfund
Sites

Jitao Li

The Relationship Between Economic
Growth and Air Quality in China

Andrew Morgan

Environmental Characteristics Across
Cities as Potential Determinants for
Obesity

Erkmen Aslim

Understanding the Health Care
Outcomes and Individual Health
Classification: Evidence from Albania

Zack Campbell

Prescription Drug Monitoring
Programs: Supply and Abuse

Tyler Will

Labor Force Trends and Disabilities

Michelle Lesnar

Achievement, Parental Support, and
Gender Differences in Attitudes
Towards Mathematics Revisited

Randika Rodrigo

Role of Information on Migration
Outcomes

Nadeesha Thewarapperuma

Do the Number of Vacation Days Affect
a Worker's Overall Happiness?

Kyle Puzacke

Measuring the Premium of Organic
and Local Produce in New Hampshire:
Implications for Local Agriculture
Expansion

Shristi Khadka

High-Skill Migration and Foreign Direct
Investment

Alex Spitz

A Microstructure and Event Study
Analysis of Exchange Rates





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