

Footprints

2020 ISSUE

ELIZABETHTOWN COLLEGE DEPARTMENT OF BUSINESS

STUDENT
ACCOMPLISHMENTS

A YEAR OF CHANGE

BUSINESS DEPARTMENT
EVENTS

TIME
OF
TRANSITION

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 Class of 2023

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The Footprints is an annual publication intended primarily for the unmitigated reading pleasure of students, faculty, alumni, and friends of the Department of Business.

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From

The

Editor

FOREWORD

As this edition goes to press, the country is convulsed. We are in the midst of a pandemic. Police brutality against minorities, highlighted by the killing of George Floyd on a street in Minnesota, has attracted renewed attention. Protests have broken out in several cities, including Harrisburg. The unemployment rate for the month of May has just been released—and the country heaves a sigh of relief it is only 13.3 percent!

The College has not been immune from these convulsions. At the beginning of the academic year, we welcomed a new president and her team. Since then, several changes have been made—new programs have been created, a few have been slated for termination, and some faculty and staff have been laid off or encouraged to retire early. These were all in the works before Covid-19 became a household word, and when in March the malign effects of the coronavirus began to be felt acutely, the College shut down all its on-campus classes, sent students and employees home, and bravely sallied forth into the new world of remote learning.

Two months later, the semester came to an end, grades were assigned, and the Class of 2020 had to contend with a virtual graduation ceremony. The faculty of the Department of Business shared a video with suitably cheerful messages, with the department chair leading off with congratulatory remarks accompanied by a sip of a non-alcoholic beverage. (“It was definitely not wine,” she hastened to clarify, after raising doubts about her choice of the drink at 11:00 am herself, but was the lady protesting too much, one wonders.)

And now we are in summer, but questions linger about how the fall semester will unfold. Several options are under consideration, with the likely outcome being a return to campus immediately following Labor Day and a slew of precautions in place to adhere to the recommendations from the authorities.

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In putting together this issue of Footprints, I was helped ably by current students Laura Cardona and Arianna Einsig and an economics alumnus Clayton Kaier. Additional assistance was provided by Shari Kain and Cristina Ciocirlan. My thanks to all.

Sanjay Paul

Time of

Sense of Solitude by Cristina Ciocirlan

My daughter asks, "what day is today? I'm confused."

All days feeling the same, she's lost track.

An extrovert, she suffers
from too much exposure
to solitude

"Teach me how to sew," she says.

"I want to modify some clothes.

And then let's binge-watch some *Bull*,

while eating the brownies

we stress-baked today."

Glancing at *Instagram*, my son,

mature beyond his age, proclaims,

"Do people host parties now? That's stupid!

And who drinks *Corona* anymore??"

An interesting brand question

to occupy the mind

of a marketer somewhere,

in quarantine.

We overindulge on *TikTok* videos
of isolated Italians,

riding bicycles in tiny apartments,

hiding from restless *bambini*,

hand-rolling pasta to perfection,

singing opera on their balconies,

in a harmonic tune of

"We're alone together."

Working in a *Zoom* world,

sweatpants on the bottom,

business casual on top,

now that's a combination

for *Gucci* to figure out.

Hearing Dr. Gupta say,

"My mask protects you; your mask protects me,"

I can't help but speculate

I feel happy that one thing I've
never gotten good at is
giving up.

Transition

"That's a fine example
of positive externality
that Dr. Paul will use profusely
in his economics lectures."

My friend says, "let's social distance together.

We have to learn to live with the disease.

We can play Farkle - that way, we each use our
own dice.

We'll wear masks. Sit on the patio"

Another friend says, "now is the time

to build our immune system:

eat healthy and exercise, sleep well.

Learn new things. Read a book per week.

Do some introspection. Analyze your feelings.

I feel thankful I can work from home

I feel fortunate *Corona* cannot steal spring from us

I feel compassion for people with young children going stir crazy in the house

I feel lucky that mine are grown up, but somehow,

I also feel guilty of it

I feel saddened by the irony of veteran stories, many of whom survived World War II,
the Holocaust or the Iraq war, only to be taken by *Corona*

I feel enraged at the racial injustice: et tu, *Corona*?

I feel appreciative of the healthcare heroes on the front lines

I feel anxious that my son wants to be a doctor

I feel grateful for wi-fi, red wine, and reggae.

I feel happy that one thing I've never gotten good at is giving up.

Monsters In the Closet

By Jeffrey Gabriel

I can best sum up (That's what accountants do.) the past semester with the following phrase: Glad it's over...for now. (We accountants call that a sub-total.) What started out as relatively normal, morphed into a "new normal"...in a continuing evolution of just what the hell is normal anymore. I guess it depends on how you define normal. A degree of constancy, complacency, calm, a comfortable predictable routine ...which leads me to the following old story:

The leader of the oarsmen on a Roman galley said to his men, "I have good news and some bad news for you. The good news is that the captain said you can have the rest of the day off." When the cheers of the men died down, he went on, "You will also get an extra ration of bread and wine tonight." As soon as the cheers ebbed, he went on, "The bad news is tomorrow the captain wants to go water-skiing."

From a personal perspective, many times in my career I've had to deal with change...but I'll never forget a conversation I had with a boss, who called me into his office one day and expressed the following observation: Your career path is like climbing a tree. You can get comfortable perched on a branch for a while...but when I sense you are too comfortable, it's my job to cut the branch and make you leap to the next highest limb... Both these little anecdotes pale by comparison to the reality of dealing with the largest and most difficult disruption in the past 100 years... Year 2000, 9/11 terrorist attacks, the Second Great Depression were just lesser bumps in the road ...just keep moving forward and come out the other side till you find smooth pavement. To paraphrase Bette Davis as Margo Channing in All About Eve: "Fasten your seat belts, it's going to be a bumpy ride."

I realized that it is only when it's the darkest night that you appreciate the beauty of the stars.

That is the real test/challenge. Dealing with change, particularly a big disruption, is never easy...but recognizing the obstacle it presents and not shrinking from it is the first step toward overcoming...and even thriving. The perception that we "control" anything is an illusion...we just, hopefully, develop better skills to "deal with it." And pray in the long run that it is an experience you will have only once in a lifetime...a long, healthy lifetime.

As a child, I was never afraid of the dark until I saw my first monster movie: Frankenstein. After that, looking under the bed and making sure the bedroom closet was securely closed was a nightly routine...until I realized that it is only when it's the darkest night that you can see and appreciate the beauty of the stars.

May God be with you in all the dark places you must walk.

Student

Accomplishments

Scholarships and Awards

Accounting Alumni Award

Hannah Hall

Christine Eberle Memorial Scholarship

Clayton Frymoyer

Morgan Smith

Glenn R. Patterson Scholarship

Megan Watkins

Garret Wilson

John Flaker Scholarship

Nicole Rodak

Doris K. Bitting '52 Scholarship

John Tuman

John F. Chubb '61 Scholarship

Julie Baker

Spencer Brendel

Kyle Capucci

Paula Groff

Ray Hoffman

Corey Johnson

Marissa Lapinsky

Colby Martin

Devon Soto

Christopher Reed

Outstanding IB Student Award

Rachel Craft

Catherine Hughes

Alice L. Knouse Scholarship

Nicole Blythe

Powell Adams Scholarship

Ty Maldonado

Douglas & Victoria Meacham Memorial Award

Catherine Hughes

Fondren -Miller Advertising Award

Emily Ennis

Mary Sachs Scholarship

Lauren Moyer

James B. Hoover '75 Scholarship

Jeremy Eberly

Madeline Hamilton

Melvin S. and Dorothy Z. Mitchell Scholarship

Elizabeth Eckhart

Scholarships and Awards

Elizabeth A. Keen Entrepreneurship and Family Business Scholarship

Hannah Smith

Family Business and Entrepreneurship Program Award

Natalie Nye

The Miller Family Business Scholarship

Marissa Lapinsky

Herman G. Enterline Scholarship

Bethany Hartmoyer

Daniel McFarland

John W. Hess Scholarship

Leaslie Alejandres

Kilie Smith

Musselman Foundation Scholarship

Collin Slenker

Madeline Kauffman

Business Ambassador Award

Nick Wnuk

Major Field Test Achievement Award

Nate Bledsoe

Perri Chanda

Rachel Craft

Holly Francescone

Samuel Gerstenbacher

Jeremy Johnson

Cameron Steele

Amber Swanick

Dylan Warner

Student Tutor Awards

Sarah Donner

Hannah Hall

Dylan Warner

Alyssa Wilkinson

Stamps Leadership Scholarship

Liuba Miranosava

Laura Cardona

Ryan Fanelli

Student Conference Best Paper Award

Catherine Hughes

Natalie Nye

Financial Executive INTR Outstanding Senior Award

The Financial Executive Institute Central PA Chapter Board of Directors has recognized Hannah Hall and Alyssa Wilkinson, both Accounting majors, with the 2020 Outstanding Senior Awards. Congratulations!



Hannah Hall



Alyssa Wilkinson

Outstanding Business Student

Congratulations to Hannah Hall

Growing up in a family with eight children has taught me a lot about life. My mother stayed at home to raise children while my father worked to support our family. I quickly learned the importance of hard work and the value of education. My parents strive for a better life for their children, but unfortunately are unable to help financially. I gave up playing sports to work part-time after school to save for college and help my family. During high school, I found a passion for accounting and took all three accounting classes offered at my high school. With this experience and recognizing the challenges my family faced, I knew I wanted to attend a college where I could pursue a career to not just better myself but give back to those who helped me. I knew immediately after my first Open House that Elizabethtown College was that place.



Once I started at Elizabethtown, I embraced the college experience. I threw myself into my courses and work. From day one, I had a job in Dining Services and was quickly promoted to Student Manager. Throughout my college career, I added additional on-campus jobs including the Social Enterprise Institute, tutoring, and student assistant for the Business Department. I also became more involved in other ways by serving in officer positions for the Habitat for Humanity Club and the Accounting and Finance Club.

A large part of my college experience revolves around the Business Department. I don't have just one favorite memory, but a set of memories that revolve around the connections I've made with all of you. I can often be found in Hoover assisting faculty members, finishing up homework, chatting with professors, or "looking at data" as Dr. Paul says. I've worked as a student assistant for Professor Riportella and Dr. Greenberg, helped Professor Miller as a seasonal tax preparer, assisted with the VITA program, spoken to prospective students at recruiting events, tutored students, and worked closely with both Ms. VanderMey and Ms. Kain. Beyond my accounting curriculum, I have expanded my coursework to include Data Analytics, Consumer Behavior with Dr. Chung, and Marketing Research with Dr. Greenberg. The Business Department possesses faculty who in ways both big and small have changed my life within the classroom and in interactions outside the classroom.

Professionally, I completed two internships, one with Simon Lever and another with KPMG, both of which were incredible experiences that would not have been possible without the resources provided by the Business Department. I received offers for employment from both these firms and ultimately accepted a position with Simon Lever that will enable me to work in both tax and audit, which provides me with the best opportunity for professional growth. After graduating in May 2020, I will use my time over the summer to prepare for the CPA exam before beginning my professional career in September 2020.

My experience at Elizabethtown has changed my life and enabled me to grow both personally and professionally. I feel blessed to have had many mentors in the business department who in ways big and small have changed my life. I have taken something away from every class experience and every interaction. Your generosity of spirit will guide me throughout my life, and I hope I can embody all that makes Elizabethtown College and the Business Department so very special. Thank you for your consideration.

Students nominated for the Outstanding Business Student Award

Natalie Nye

Natalie is a double major in Spanish and Business, concentrating in Family Business and Entrepreneurship (FBE). She has a minor in Studio Art to explore her passion. Her plan is to take over her family's automotive business as the fifth generation and first female owner. After this year, she will attend Drexel Kline School of Law on a full-tuition scholarship. The legal background will help her make sound and ethical decisions as a business owner.



During her first year, she applied knowledge gained in the classroom to a real-life scenario by organizing an internship in the summer of 2017 at a GM factory in Mexico. She worked on a logistics project and enhanced her Spanish. Natalie also studied abroad, in Spain and Argentina, completing two signature learning experiences. The two countries provided very different cultures and experiences. The unique perspectives helped her learn about people, languages, and cultures.

She is in the Honors Program at the college and also plans to complete HID for the business department. Natalie presented on her family business research at the International Academy of Business and Public Administration conference. She is working to publish her research. Natalie's Spanish Thesis abstract was accepted for the Humanities Research Symposium which she will present at Johns Hopkins University.

Through her time at Elizabethtown, she was able to connect with many business executives after the M&M Mars lectures. Natalie reached out to the speakers and asked for an informational interview, where she received advice from Bob Ortenzio, Sam Beiler and others. The initiative she took early on in her college career gave her the confidence to reach out to the second generation CEO's that she interviewed for her research.

She was chosen as one of three students to attend the World Business Forum in 2017 and was able to learn from professionals in all different fields. Recently, she was nominated as part of the student review committee for the Kreider Award for Excellence. Natalie is also a member of Delta Mu Delta at the college.

Tutoring helps Natalie get involved with other business students. She is also able to connect and mentor younger business students as President and Founder of the FBE Club. The club is also a way to engage students in other majors who don't have time to commit fully to business. Through the club, she organizes Power Lunches where executives speak. The club inspires creativity by coming up with a Shark Tank-style proposal for fundraising.

Natalie is a dual-sport athlete competing in soccer and indoor and outdoor track. She received the Student-Athlete Award in soccer for two years. Natalie is also the indoor pole-vaulting record holder and was named Freshman of the Year. She has participated in various community service events including Special Olympics and supporting and attending youth girls soccer games. She has also donated her hair twice at Relay for Life and plans to donate again this year. Natalie also participates in intramural basketball, bowling, and volleyball.

Favorite Memory

My favorite business memory is attending the World Business forum with Dr. Petru Sandu and two other students in New York City to hear so many accomplished business people speak. One of my favorites was Michael Phelps. As a fellow athlete, I was able to take what he said into perspective. For example, he said he did not take a day off for 6 years. You gain success in your sport and your career by remaining focused and committed. Michael Phelps excelled by working hard and never taking a day off. It really resonates with me and I use that to motivate me to work harder and longer than I think I can.

Helen Rodefild

I am a senior business administration major with a marketing concentration. Upon graduation, I hope to pursue a career in marketing, specifically category management, and obtain my MBA within the next few years. At Elizabethtown College, I am a member of Alpha Lambda Delta and Delta Mu Delta. Having earned a GPA of 3.80, I have been on the Dean's List every semester, received the Emergent Scholar distinction, and am the recipient of the John W. Hess Scholarship.

Based on my academic achievements, I have been on the Landmark Conference Spring Academic Honor Roll for the past two years while competing for the Women's Golf Team. This year, I was chosen to be the captain of the team and leading my teammates is a great experience. Golf enables me to play in a team atmosphere but also compete individually. I enjoy the competitive nature of golf because new playing scenarios continuously challenge me and give me new things to work towards. These aspects are what I miss from playing softball in high school.

Due to my competitive nature and background in softball, I started playing intramural softball and later, intramural volleyball. In addition to intramurals, I enjoy participating in clubs like Habitat for Humanity, where I served as Secretary and Vice President during my sophomore and junior year, respectively. I enjoy volunteering for Habitat for Humanity because it is a hands-on experience that directly impacts the community. It has been rewarding to see how students in the club and I have been able to mobilize and make a big impact. I also enjoy participating in Elizabethtown's Called to Lead program. Through this program, I have further developed my professional and leadership skills, and reflected on my strengths.

I have also spent time during my undergraduate career working as a Peer Tutor and Student Coordinator at the Learning Zone. As part of my responsibilities, I have served as the Orientation Coordinator for new peer tutors for five semesters. Through this experience, I have developed my presentation skills and seen the importance of leading others along the pathway to becoming tutors. These skills have transferred to the successful completion of my internships.

I was a Human Resources Intern at the New Jersey Office of Legislative Services the summer after my sophomore year. In the spring semester of my junior year, I was an Employee Support Coordinator Intern at Hershey Entertainment & Resorts. Then, during the fall semester of my Senior year, I participated in the Hershey co-op as a Category Management Intern.



My strong academic background and my past internship experiences have prepared me for my future career. My success is attributed to the support and guidance of my parents in demonstrating strong values. It is also thanks to the experiences I have had in Elizabethtown's business department, my professors, mentors, coaches, and peers, who have challenged me along the way to always strive for new goals while providing their endless support.

Favorite Memory

My favorite memory as a business student was the Washington D.C. trip in BA101, specifically visiting the U.S. Consumer Product Safety Commission's Product Testing and Evaluation Center and going to Georgetown Cupcakes.

James Teal



I am a Senior Finance and Economics double major, and I will be working with Fulton Bank upon graduation. Over the course of my college career, I have participated in multiple organizations and achieved several accomplishments. However, coming out of high school, I will be the first to admit that I was not a particularly perfect student. I lacked a sense of commitment, and a willingness to work hard every day to learn more about the world of finance and business. What I quickly learned, through being here at Elizabethtown, was how important it was to take my academics seriously, and how much it would impact my future. During my first semester, I had a moment of realization that snapped my mind into reality, and I threw myself into my studies as though my life depended on it. Since that time, I've been able to achieve academically, and I've been able to apply this type of mindset to all aspects of my life.

My primary focus outside of academics has always been Track & Field. I've been running since 4th grade and continued my passion to the D3 level with Elizabethtown. I have remained committed to the many miles that I've put in throughout my years here. From this experience, I've learned the values of discipline, commitment, leadership, and consistency. There have been many days where I wasn't willing to go outside and do my morning run of 4 miles but still managed to get myself out the door. I've also been one of the leaders of the team (as well as Cross Country) since my Sophomore year here, and that experience has taught me a lot about how to lead a group/team of people. I've applied this skill to several projects in my classes at the college, and it became useful as well for my internship at Emerald Asset Management.

While pursuing this internship, I led the team of interns in our service project for the Emerald Foundation in organizing a beer festival event. This is a significant fundraising event for the foundation, and our event was the most successful that they have had. Over the course of this internship, I also learned how to apply the things that I learned in the classroom to the workplace. From efficiently organizing the information in 10-Q's and 10'K's using Microsoft Excel, to accurately describe a company from top to bottom to my supervisor, the things I learned in class applied extremely well to my work. The presentations that I've made throughout my classes were very useful when I pitched several stocks to both the CEO and the portfolio manager of the company.

One of the other key experiences of my college career was the trip that I took with Dr. Paul and several other students to Geneva. During this trip, I heard lectures from individuals associated with the WHO, the UN, and other world organizations. I also was able to interact and learn from a group of German students, giving myself a better understanding of just how important it can be to view things from another perspective.

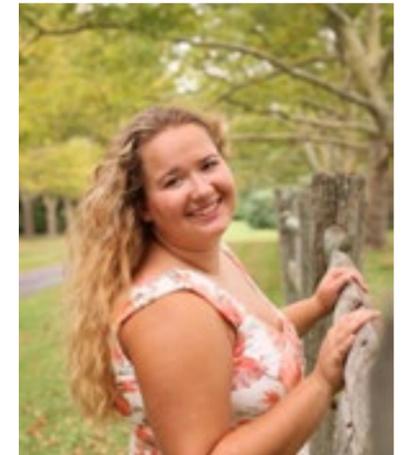
I can tell others how much I enjoyed this college specifically because of how much I enjoyed the business program here. This program was able to take me in as an underachieving student and make me realize my potential, and work with me to achieve the heights which I should have been reaching. There have been several business faculty that have been indispensable to my success, and I will always be thankful to them, and the business program as a whole, for the life and future that they have helped me to build.

Favorite Memory:

My favorite memory of being a business student at Etown is all the time that I've spent in the finance lab at odd hours. That time spent was indispensable to my academic accomplishments and crucial towards the betterment of my understanding of US and global markets.

Alyssa Wilkinson

Growing up in a small town, my life was different than most students. As I got older and became more competitive in softball, my priorities were set very high for me by myself and others around me. I did not have a weekend off where I could relax. I normally had to complete all of my homework on Friday night. By 6 am on Saturday mornings I was on the road with my father to a softball tournament. We would normally get back to the house that evening by 6 pm if we were lucky. Then, we'd do it all over again on Sunday. If we didn't have a tournament, I was either volunteering with my team or individually, or babysitting family-friends. On top of that, since I was the number one pitcher for my tournament and high school team, I had lessons each week with a pitching coach.



So why am I telling you all of this? Well, it shaped me into the individual I am today. With softball, I learned leadership, dedication, time management skills, and even what it means to be a team player. At the same time, I know my parents sacrificed a lot for me as a student-athlete. Tournament softball costs thousands of dollars and pitching lessons were paid weekly. There were times my parents were late on bills in order to pay for my activities. I didn't grow up wealthy, but I grew up with everything I needed and more, there wasn't a time in my life my parents didn't provide for me. For that, I am forever grateful.

When it then came to my decision for college, I knew I had to play softball. Obviously, I couldn't let my parents down and have their money be wasted by stopping after high school. My freshman year was hard, to say the least. I was challenged by the rigor of the courses with the combination of commitment for the college softball team at Elizabethtown. However, I persevered and ended up receiving many accolades throughout my career. As a freshman, I was chosen as the rookie of the year at E-town and was recognized by the conference for my academic achievements while playing a sport all three seasons. Then, during my sophomore and junior year, I was recognized multiple times as the athlete of the week for the conference. At one point during my sophomore year, I was noticed as 15th in the nation for one of the lowest earned runs average of .53 per game. I also pitched the first perfect game in Elizabethtown history. Receiving national recognition for my athletics made everything I had endured throughout high school and college worthwhile. During my junior season, I completed a part-time, 20 hours per week internship with an accounting firm as a tax intern, while maintaining my status academically and athletically.

Unfortunately, the summer between my sophomore and junior season I was diagnosed with an autoimmune disorder and noticed my body and mindset changed completely. By my first semester of senior year, I decided to part

ways with the sport that provided me with so much, including friends, mentors, and life-long lessons. I chose to move on and spend time pursuing another activity, which is when I started working as an administrative assistant for Shari Kain and Dr. Cristina Ciocirlan. In working with them, I have had the opportunity to engage with students

and faculty frequently and gained substantial communication skills. I hope to utilize all I have learned at Elizabethtown College moving forward as I begin a career at Herbein and Company in Reading, PA. I will be a rotation accounting staff member and after two-years, I will have the opportunity to decide between tax or audit. I plan to study for my CPA right out of college, and eventually become a forensic accountant and work towards my CFA. I would not have the big dreams and aspirations I have today without my background. I have always strived for the best and want nothing more than to make my parents proud. Truly, I want to be able to look back on my years and think I did all that I could have to live a fulfilled, adventurous life.



Favorite memory as a business student: I think I have two favorite memories and I can't decide which one is better.

1. Every single time I went into Prof. Gabriel's office... especially my freshman year when Chungski put me in Cost Management accounting and I had no idea what I was doing. I would go to Gabriel's office after class and have him reteach everything to me. He has definitely seen me grow and become a more independent student. (Cost Management Accounting is a junior level class).

2. Becoming great friends with Perri and Sarah and finally realizing by our senior year that we can hang out with each other, outside of studying, and now we are inseparable. Plus, Perri and I will be roommates after college, and fully expect Sarah to be coming over often.

EVENTS

IB Day October 9, 2019



At the International Business Day the Advisory Board Members answered questions and provided networking opportunities to our students.



2019-2020 Mars Wrigley Lecture Series

Inspiring Lectures...

Impressive Executives



September 6, 2019: Bappa Choudhury
Founder & CEO, Breathe, Balance & Believe



October 18, 2019: Ross Kramer
CEO, Listrak



January 24, 2020: Nicholas Boyer
Chief Investment Officer/Executive VP
RKL Wealth Management



February 7, 2020: Ethan Haase '94
Director of Marketing, Blue Origin



November 1, 2019: Carl Freeman
Manufacturing Director, Mars Wrigley



November 15, 2019: Andrew Wallover
Managing Director, Northwestern Mutual



February 21, 2020: Joe Besecker
CEO, Emerald Foundation

Lectures canceled due to COVID-19:

March 20, 2020: Chip Cargas, Cargas Systems, Inc.

April 3, 2020: James Hoover, Dauphin Capital Partners

Scholarship and Creative Arts Day April 20 - 21, 2020

Student papers presented virtually this year

Student and Auto Loans: A Recessionary Analysis

Presenter: James Teal

Mentor Dr. Emma Neuhauser

An Analysis on Japan's Condition and Automobile
Industry Outlook

Presenter: Nicole Rodak

Mentor: Dr. Hossein Varamini

Transgenerational Entrepreneurship

Presenter: Amber Swanick

Mentors: Dr. Petru Sandu, Dr. Dmitriy Krichevskiy

An Analysis of the Indian Food Processing Industry

Presenter: Leaslie Alejandres

Mentor: Dr. Hossein Varamini

Using E-Commerce Mechanisms to Promote

Economic Development in Nigeria

Presenter: Laura Cardona

Mentor Dr. Hossein Varamini

Aerospace and Defense in Singapore

Presenter: Zoe Goebel

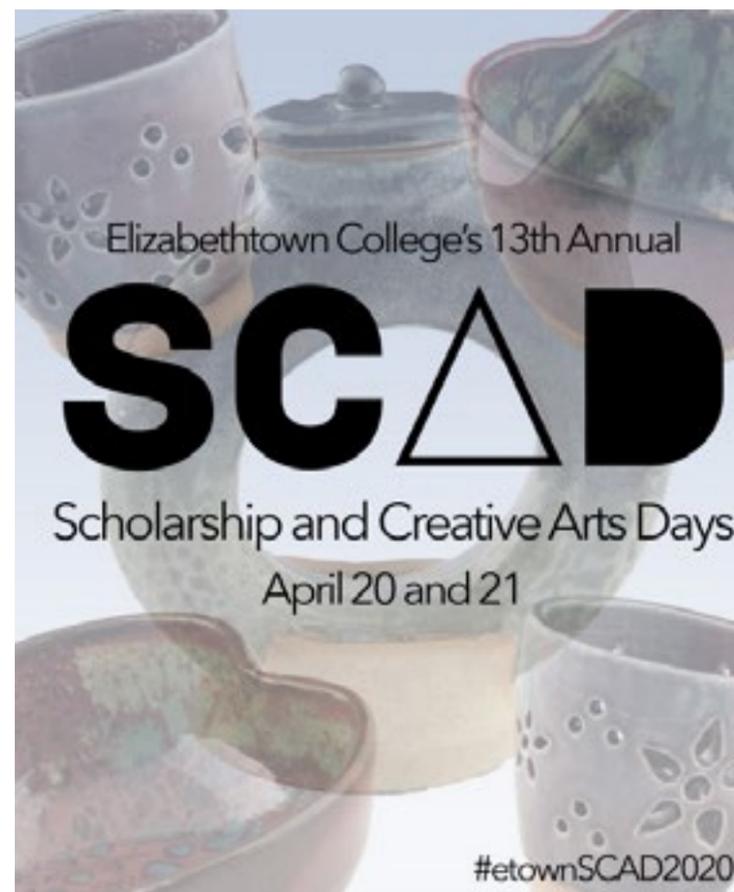
Mentor: Dr. Hossein Varamini

The Longevity of Spanish Tourism and Its

Effects on Culture, Economy, and Environment

Presenter: Alexandra Kunkel

Mentor: Dr. Hossein Varamini



20th Annual Student Conference in Business & Economics

April 8, 2020

Student Conference Paper Summaries

Seeing Colors: The Impact of Color Priming on Brand Perception

Catherine Hughes

International Business - Marketing

Advisor: Dr. Bryan Greenberg

Color has primarily been studied based on its hue, value, and saturation, so when we speak of “color” it is important to remember the various components that belong to this larger concept. While older interpretations of color were much simpler, distinguishing between lightness and darkness, more modern interpretations consider the emotive aspects of color. In the context of marketing, color is used to differentiate brands, build brand recognition, and establish associations and connections with consumers. Priming, the other area of focus for the current research, has been studied from numerous perspectives within a variety of fields. Most commonly, priming has been applied in psychological research and has used words, visuals, and symbols as primes. Priming has been demonstrated to unknowingly influence attitudes, emotions, and motivations, and as such is a useful tool for marketers. At the same time, color, in all its components, has been demonstrated to have profound effects on the marketing mix, but has been primarily studied for the role it plays as part of the brand image or as an attribute of a product or its packaging. There has been limited research exploring the connection of these two concepts - priming and color - and how color itself could be used as a priming stimulus. This study seeks to explore this by utilizing color as a priming vehicle to ascertain how it may influence a variety of measurable attitudinal and perception variables. The study’s hypotheses and research questions were the following:

H1: Individuals primed with higher levels of saturation will perceive a higher dollar value for products compared to individuals primed with lower levels of saturation.

H2: Individuals primed with higher levels of saturation will be more likely to purchase brands compared to individuals primed with lower levels of saturation.

H3: Individuals primed with higher levels of saturation will possess more positive brand attitudes than individuals primed with lower levels of saturation.

RQ1: Does priming with different color saturation levels lead to different brand attitude likelihood to purchase, and/or price perception measures for males versus females?

RQ2: Does priming with different color saturation levels lead to different brand attitude, likelihood to purchase, and/or price perception measures for optimists versus pessimists? RQ3: Does priming with different color saturation levels lead to different brand attitude, likelihood to purchase, and/or price perception measures for introverts

versus extroverts?

In order to test the above hypotheses and research questions, an experimental approach was employed. A survey was designed to test the effects of priming with three levels of color saturation (0%, 50%, and 100%). The current study used various saturation levels of the color red, as it, like all other colors, has elicited both positive emotions (love, excitement) and negative emotions (anger, hate). The survey was electronically distributed as a PDF file via email to a sample of students from a small liberal arts college in central Pennsylvania. This sample of students was divided into three distinct groups in order to test the impact saturation level has on perceived value, likelihood to purchase, and brand attitude. These three groups were the following:

Group 1: Primed with 0% saturation level of the color red (control group)

Group 2: Primed with 50% saturation level of the color red

Group 3: Primed with 100% saturation level of the color red

The survey contained four distinct parts and 22 questions in total. The structure of the survey questions varied to include open-ended, multiple-choice, and scale formats. Participants began by answering eight demographic and psychographic questions for Part One of the survey. Demographic variables included age and gender, while psychographic variables included scales measuring respondents on introversion vs. extroversion and optimism vs. pessimism. Participants from all three groups then completed Part Two, answering five brand-related questions. These brand-related questions in Part Two prompted participants to respond on a “Strongly Disagree/ Strongly Agree” five-point scale to statements such as “I like Nike” and “I like Under Armour.” Part Two also included an open-ended response format, asking participants to type the expected cost of several products and services (Nike women’s sweatshirt, Under Armour men’s sweatshirt). Part Three served as the prime, where page color varied between groups depending on the group they were assigned to, representing 0%, 50%, and 100% saturation. This section included two visual perception tasks. Lastly, in Part Four, participants answered seven brand-related questions. Part Two (the pretest) and Part Four (the posttest) shared some similar questions in order to control for differences across groups.

Ultimately, the results indicated partial support for the study’s three hypotheses, demonstrating to a degree that increased saturation levels can influence brand attitude measures, likelihood to purchase measures, and perceived value measures. Regarding the research questions, results varied, with certain variables suggesting a difference between psychographic groups (introverts vs. extroverts and pessimists vs. optimists) and demographic groups (males vs. females) and other variables not showing anything to suggest a difference.

Future studies could look to include a larger sample that extends beyond the small liberal arts college population. The application of this study to more diverse populations could provide more insight into how or if the impact of priming through color is moderated by age, ethnicity, race, and other such variables. Future research

could also look to manipulate the exposure time of primes to examine how the length of a prime could influence consumers.

A similar study could be completed using paper surveys administered in-person in an effort to reduce variations that accompany the online experimental format. An in-person study could also be utilized to test the same variables using different formats (for example, video vs. paper) and priming mechanisms (for example, a manipulation of ambient lighting colors). Additionally, since this study focused on one color and just on saturation, the role that various other colors may play, as well as all the components of these colors, could prove valuable for future research. Future studies could explore these various factors to ascertain similarities and differences between colors, as well as how hue, value, and saturation play similar or contradictory roles.

Succession Challenges in Family Businesses from the First to the Second Generation

Natalie Nye

Business Administration - Family Business and Entrepreneurship; Spanish

Advisor: Dr. Petru Sandu

Family businesses are the backbone of the world economy creating two-thirds of the global GDP (Family Firm Institute, 2017). In the US alone over half of GDP is accounted for from family businesses (Vera and Dean, 2005). Although the family business sector has been more thoroughly investigated over the past few years (Chalus-Sauvannet, Deschamps & Cisneros, 2016), there are still many areas that require further efforts. Among these topics, succession planning plays a crucial role in family business continuity and renewal. It is estimated that more than 70 percent of family-owned businesses do not survive the transition from founder to second generation (Grassi Jr. & Giarmarco, 2008).

Following a qualitative methodology, this research aims to further the understanding of the challenges faced by family business successors in transitioning from the first to the second-generation. The research is focused mainly on leadership succession with less emphasis on ownership transfer. Interviews with second-generation successors, of ten family businesses, who inherited the leadership from the founders of the business were conducted. The interviews lasted for roughly one hour and were in the form of semi-structured questions. Six of the interviews were conducted face to face and the remaining four were conducted over the phone. There were two interviews that needed to be discarded because the companies did not fit the necessary criteria for the research. The family firms were selected from the members of the High Center for Family Business at Elizabethtown College and other

businesses in the area, across a variety of industries.

The interviews were then analyzed with the names of the companies coded in order to keep anonymity for the successors. The responses were analyzed and organized into the challenges that the companies faced and how the companies overcame each challenge. The main challenges identified were: lack of support from employees, lack of knowledge on how to transition, lack of stewardship, different leadership styles, working with siblings, incumbent's inability of letting go, and strategic changes brought by the successor.

Not all the successors went through the same challenges and looking at the circumstances and industry factors that may have influenced some of the challenges. For example, some family's had other family businesses in their history which has helped those families to gain knowledge on how the succession should take place and when to start the process. Another example is that not all the companies had siblings working in the company. Only four of the companies had siblings currently working in the company and of those four, three stated that their siblings had complementary skills to their own and that this is what allowed them to work so well together and has helped them avoid questions.

One very important challenge that seven out of the ten companies faced was a lack of support from employees. If the employees did not eventually believe that the successor could lead the companies, they either left or were fired. In Co. A, she fired all the management and brought in her own team to create an environment of support where she was able to make the changes she needed to have a successful company. In Co. I, the incumbent hired a manager that would not support the successors restructuring plan. It is very important to have staff is supportive when you are making changes to have a smooth successful transition process.

Another Challenge was the incumbent's inability to let go. Since the incumbents started and grew the company to what it is today, it becomes part of them, and when they have to let go, it is like they are losing part of themselves. This causes some incumbents not to be able to let go like in Co. H, where her father is not giving her the guarantee she needs, so she is not making any changes to grow the company until he does. This is stopping the company from expanding on a great opportunity they have. One way companies were able to overcome this is if the incumbents have something else to fill that gap. For example, one incumbent was a minister so after the transition happened, he was able to focus on his ministry work. Another just comes into work to read the newspaper, and another has his own little projects to work on. Even though these incumbents have let go of control, they still are a resource when needed for the company. Six of the successors said they still went to the incumbent when they needed advice, even after the succession took place.

The information on how companies were able to overcome challenges is crucial information for other family businesses trying to complete a successful succession process. Some future research directions are looking at the trends for family businesses for transitions from second to third and fourth and beyond. This would allow people to analyze the types of challenges each transition may face. Another area for future research could look for

trends between regions in the United States and internationally because the study was only from Pennsylvania and it is important to know if these challenges are regional or national trends. Once the incumbent chooses the successor, it is crucial to work to avoid and overcome all the challenges they may face in order to successfully pass on the business. Small businesses are the driving force in the US and world economy. A strong, viable, family business succession process will benefit all and enable the economy to continue to grow.

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Transgenerational Entrepreneurship

Amber Swanick

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Family business scholars have mainly focused on understanding how traditions and preservation of family involvement affect business. Entrepreneurship scholars' main interest lies in discovering motivations and consequences of creating new ventures and ideas (Nordqvist et al., 2010). First, to understand the relationship between family businesses and entrepreneurship, it is important to understand how specific elements involved in family business research affects the ability of a business to act entrepreneurially. Family businesses are different than non-family businesses because of their tendency to be led by values of stewardship and socio-economic-wealth. The tight-knit relationships between members of family businesses and their efforts to preserve family ownership also have unique effects on performance and growth (Chua et al., 1999). Although the two fields have only recently

come together, it is possible to examine the existing, varying scholarly opinions about the entrepreneurial abilities of family firms through the lens of entrepreneurial orientation theory. Empirical evidence suggests family business firms have a greater impact on the world's economy than non-family businesses (Ifera, 2003). However, they empirically engage in less entrepreneurship. Compared to non-family firms, family firms invest less in innovation, receive fewer patents, and their patents offer fewer radical contributions (Bertrand et al., 2006).

This paper will build on existing research about individual entrepreneurial orientation (IEO) in multi-generational family businesses by analyzing surveys taken by ten individuals from five different businesses. If entrepreneurship is the process by which businesses act on opportunities to build future value, IEO wants to explain the attitudes individuals have toward entrepreneurial actions (Barringer et al., 2005; Nordqvist et al., 2010). EO and IEO has been studied in many other kinds of business; finding out more about how IEO acts in family business will provide more information to business scholars and owners about the most prevalent form of organization in the world.

The surveys asked about familial elements of their business as well as the participant's personal capacity for self-efficacy, networking, innovation, proactivity, and risk-taking. Individuals gave numerical and sort-essay answers to survey questions. Analysis of qualitative survey results were done under the lenses of two research questions.

1. How do levels of EO and identification as a family business change in individuals (IEO) throughout different generations of a family business?
2. How do family business elements relate to the IEO of family members involved in family business?

Results of the survey showed a general aversion to risk, a correlation between proactiveness in individuals and number of family business elements employed at the business, changes in networking preferences between generations, and a notable relationship among business longevity, IEO, and family business elements. Family business and entrepreneurship are two concepts that can be studied within each other under a countless number of contexts.

Overall, my study found family business elements to have a positive impact on the EO of individuals in family businesses. For future studies, I suggest variables in family business and the variation in the external environment be isolated as much as possible.

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Segmentation: The Forgotten Marketing Segment?

Dylan Warner

Business Administration - Marketing

Advisor: Dr. Bryan Greenberg

Segmentation has been a part of the marketing process since the 1950s. It has grown over time to include four main categories: geographic, demographic, psychographic, and behavioral (Weinstein 2006). Yet while there are hundreds of segmentation strategies within these four categories, to this point none of these approaches focus on the social behaviors of consumers, in spite of the wide use of socialization in many other areas of marketing. This paper sought to explore the possibility of adding a new set of variables to the current segmentation process related to the way a consumer chooses to socialize. This study is the first step in a proposed three-part process consisting of exploratory research through focus groups, additional qualitative research through ethnography and projective techniques, and quantitative hypothesis testing through surveys and experiments. For this initial step, focus groups were conducted in order to explore the structure of a model that could incorporate socialization into the existing segmentation process. There were four research questions explored through the focus groups:

RQ1: How does the size of the groups a consumer spends time with influence how they could be segmented?

Research by Latane (1981) states that larger groups create higher levels of social influence. Research by Cialdini and

Goldstein (2004) shows that larger groups create higher levels of conformity. Research by Dunbar (1988) provides averages with which to measure how large of a group is considered normal and abnormal. Together, the insights from these pieces of literature allow for typical group size to be measured and compared to understand its effects on the way a consumer is segmented.

RQ2: How does a consumer's personality and socialization behavior patterns influence how they could be segmented?

Research by Nauta and Sanders (2000) and Kilmann and Thomas (1977) points to the impact cooperative behaviors can have on group influence, while research from Thomas (1992) shows the impact of assertive behaviors. Hollander (1960) makes the case for idiosyncrasy credits earned through past behavior that allow for more non-conformity in the future. These make the case for a behavior pattern that could add a layer to segment individuals.

RQ3: How does the typical proximity of a consumer to their social groups affect the way they could be segmented?

Latane's (1981) research, as well as research by Greene (2003), shows that physical proximity to a group has an impact on social influence. This research points to the importance of understanding if a consumer usually makes purchase decisions while in the presence of social groups, which adds another variable to the proposed socialization layer.

RQ4: How does the cultural context of socialization influence the consumer's segmentation?

There is evidence to suggest that cultural context of collectivism versus individualism has an impact not only directly on the decisions made by consumers, but also on how these consumers socialize (Triandis 1995, Markus & Kitayama 1991). To account for this secondary impact, it may be important to understand how a consumer's cultural context is impacting their social decisions. This context in turn allows for a variable related to culture in the socialization layer.

For this study, 30 participants were recruited to participate in three focus groups, with each group containing ten participants. Participants for the focus groups were selected from a few different age groups and life stages but were largely similar for the purpose of facilitating meaningful discussion. Each participant completed a pilot survey exploring individual variables. Following the survey, the participants were scheduled for one-hour focus group sessions that were held over the Zoom web conferencing platform. Participants were encouraged to speak freely and discuss points of interest with one another. Participants were asked clarifying questions for points that were particularly relevant or unclear.

Results demonstrated that there are a number of variables pertaining to socialization that could potentially be incorporated into a final model, including assertive and cooperative behaviors, the proximity of a group to the decision, decision importance as it relates to relevant social groups, and cultural contexts related to social

behaviors. However, even among the focus group participants opinions on these socialization factors were quite different, leading to the possibility that these factors vary significantly among consumers. Results also showed the potential presence of an edge effect, wherein a decision that has low levels of involvement and/or has equally appealing alternatives puts someone on the edge between two outcomes.

The next step for this research is further exploratory research using methods such as ethnography and projective techniques. These research methods will provide more insight into the information brought up in this paper, as well as to elucidate further points of interest for quantitative investigation. Once additional qualitative research has been conducted, quantitative research will be used to delve further into how much influence each factor has on a decision. For example, an experiment could be used to determine how low involvement has to be for a consumer to be swayed by advice from a trusted friend, and then explore if the involvement requirements change as the advice comes from less well-known sources. The results from these investigations could then be used to determine a Maximum Level of Involvement for Social Influence for different consumer groups. A survey or experiment could be utilized to determine how much a person's confidence is correlated with their assertive behaviors. Once this type of quantitative measurement has been rigorously tested, and if socialization is proven to add value, it could be added to the framework marketers use in the field to segment target markets. A usable model of socialization segmentation would need to be constructed which would include the variables which show a statistically significant impact on segmentation effectiveness. Armed with this new tool, marketers may one day find new avenues of connecting with consumers and helping them connect to one another through the lens of socialization segmentation.

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BLUE

JAYS



STUDENTS IN DR. SEAN MELVIN AND DR. DMITRIY KRICHEVSKIY'S BA450: ENTREPRENEURSHIP IN EMERGING ECONOMIES TRAVELLED TO PRAGUE, CZECH REPUBLIC. USING ENTREPRENEURSHIP AS AN ENTRY POINT, THE SEMINAR INTRODUCES STUDENTS TO THE STUDY OF THE HISTORY AND SOCIAL STRUCTURE OF EUROPEAN ECONOMIC INTEGRATION BY EXAMINING THE PROBLEMS AND IDENTIFYING THE OBSTACLES FACED BY BUSINESSES IN MEMBER STATES, AND THE SPECIFIC OPPORTUNITIES FOR ENTREPRENEURIAL MOMENTUM IN CENTRAL EUROPE.



STUDENTS IN DR. PAUL'S EC 280 INTERNATIONAL ORGANIZATIONS SEMINAR LEARNED ABOUT THE HISTORY AND FUNCTIONS OF INTERNATIONAL ORGANIZATIONS: THE UNITED NATIONS, EUROPEAN UNION, AND WORLD TRADE ORGANIZATION. UNFORTUNATELY, THE STUDY TOUR TO GENEVA WAS CANCELLED DUE TO COVID-19. HERE, STUDENTS ARE PICTURED GIVING PRESENTATIONS OVER ZOOM, WITH TWO ALUMNI JOINING IN.

ABROAD

Business Faculty & Staff

Cristina Ciocirlan, PhD

Dr. Ciocirlan is an Associate Professor of Management and Chair of the Department of Business. She received a Fulbright scholarship in 2015 to study in the U.K. and studied environmental behaviors in organizations. Her research focuses on environmental management, managerial decision-making, and family business management.



Jeffrey Gabriel, CPA

Mr. Gabriel is a Lecturer in Accounting. He has in-depth knowledge in public and private accounting, project management, risk assessment, controllership and much more. He has had over a 30-year professional career and has held positions at Sony including the Director of Sarbanes-Oxley Compliance, the Director of Financial and Strategic Systems, and the Director of Systems Re-engineering and Financial Information Systems. Professor Gabriel is also a member of the American Institute of Certified Public Accountants.



Bryan Greenberg, PhD

Dr. Greenberg is an Associate Professor of Marketing. He was a Corporate Development Manager for the Center for the Media Arts and Regional Marketing Manager for the Washington Post Educational Group. His research focuses on advertising, media management and film marketing.

Dmitriy Krichevskiy, PhD

Dr. Krichevskiy is an Associate Professor of Economics. He was a research associate in the Lumina Project at Florida International University as well as a teaching assistant there.



Sean Melvin, JD

Sean P. Melvin is an Associate Professor of Business Law. Dr. Melvin has written five books including two textbooks that are currently used at over 100 colleges and universities. He was a corporate lawyer in a large Philadelphia based law firm and later became vice-president and general counsel at a publicly traded technology company.

Jared Miller, CPA

Mr. Miller is a Lecturer in Accounting. He has over 20 years of experience in the field of public accounting working in international, regional, and local firms. He also runs a tax consulting practice. He is a member of the American Institute of Certified Public Accountants and was recently President of the South-central Pennsylvania Institute of Certified Public Accountants chapter.



Emma H. Neuhauser, PhD



Dr. Neuhauser is an Associate Professor of Finance. She has previously taught corporate finance at the State University of New York at Buffalo. She has experience as a quantitative research analyst, system verification engineer, business consultant, and project manager. Her research interests are Corporate Finance, Corporate Governance, Financial Engineering and Securities, Financial Institutions and Markets, and Investments.

Sanjay Paul, PhD

Dr. Paul is an Associate Professor of Economics. He previously taught economics in the Midwest for ten years. Dr. Paul's research interests include globalization, trade policy, and innovation. He has taught courses in microeconomics, macroeconomics, mathematical economics, international economics, economic development, and managerial economics.



Business Faculty & Staff



Terrie L. Riportella, CPA

Ms. Riportella is the Edgar T. Bitting Chair of Accounting and Director of Accounting. Before joining academia she worked in accounting for eleven years. She held the position of Senior Manager of Finance for Mapquest.com and spent seven years in the manufacturing industry with Dana Corporation. Prior to teaching at Elizabethtown College, she taught at Albright College.

Petru Sandu, PhD

Dr. Sandu is an Associate Professor of Entrepreneurship and Management. Before joining Elizabethtown College, Dr. Sandu served as Dean and Associate Dean of the School of Economics Sciences and Public Affairs at Stefan cel Mare University of Suceava in Romania. He has published six books and textbooks in the field and has owned and managed his own firm for seven years.



Randolph L. Trostle, PhD

Dr. Trostle is Emeritus Associate Professor of Finance. He is a past secretary and member of the Central PA chapter of the Financial Executives International. He served the College as department chair from 1993 to 1999, acting dean of the faculty in 2001, and vice-president of finance from 2003 to 2007. He is a financial consultant with DDMP Investment Advisors, LLC and an advisor to the Trostle Investment Portfolio.



Hossein Varamini, PhD

Dr. Varamini is the Turnbull-Jamieson Chair, Professor of Finance and International Business, and Director of International Business. He has published several articles on foreign direct investment and foreign exchange markets and has had his work published in the American Journal of Business among others.

Basil Holobetz

Mr. Holobetz is an Adjunct Professor of Business. He is a licensed financial advisor and attained the AAM and PFP designations along with the Pennsylvania Life and Health Insurance licenses. He owns his own business, Holobetz Global Consultants, and is the co-founder and president of the International Business Society.

Kemal Ozkanca

Mr. Ozkanca is an Adjunct Professor of Business. He managed and owned his own textiles company in Turkey and worked as a Financial Analyst. He has over eight years of experience in asset management, banking, manufacturing, and engineering, with a focus on budgeting and forecasting, profitability analysis, and balance sheet/income statement modeling.



Shari Kain

Ms. Kain is the Administrative Assistant to the Department Chair and the Department of Business.



Dr. Bryan Greenberg

Dr. Bryan Greenberg, Associate Professor of Marketing, is the 2019-2020 Polanowski Prize recipient for Excellence in Faculty-Student Advising and Mentorship.

Elizabethtown College students and alumni expressed their gratitude for Dr. Greenberg's mentorship and compassion. He has helped students apply for jobs and admission to graduate school, prepare for interviews, and develop networking skills. An alumnus wrote, "Dr. Greenberg above all is real with students. He was straightforward with me about my strengths and weaknesses and it has helped point me in directions that are beneficial to my career."

The Polanowski Prize for Excellence, which has been made possible through the generosity of Dr. Mary E. Schmidt '79 and Dr. Russell Libby, honors Dr. Frank P. Polanowski, Associate Professor of Biology Emeritus, for his inspirational service to countless students at Elizabethtown College.

2019-2020 (and beyond?)

Taking Stock of an Unusual Academic Year

Cristina Ciocirlan

What a year we've had! Starting as far back as summer 2019, we began planning for a new and exciting summer academy "Entrepreneurship with a purpose." Now, mind you, dear reader, this was an idea that had been percolating in the department for a few years. But no more dilly-dallying. No more excuses. This was the year, we thought: 2020. Has a nice ring to it. Memorable. Visionary. Impactful. The idea went through an extensive vetting process by a College committee. "Do you have what it takes?" they asked. Money? People? Good juju? Yep. We got all three. After multiple emails, phone conversations, sleepless nights, and psychological endurance tactics that would make a SEAL team shudder, the committee gave us its blessing, so we started with a bang. First, we blasted our academy on social media, website, radio, football stadiums, and Facebook parent groups. We employed word-of-mouth strategies: worked it up in conversations in grocery store lines, chats with unsuspecting spectators sitting on bleachers, or innocent patients waiting in doctors' rooms, talked it up in parent booster meetings. Slapped posters on church bulletin boards, library windows, and car hoods. Deployed boots-on-the ground. We talked with everyone who had a pulse.



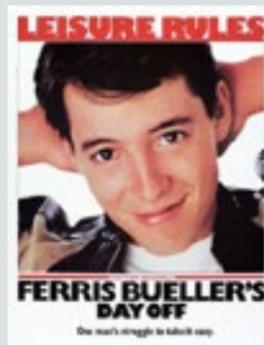
Then, we planned an amazing curriculum: a keynote speaker (alum) who started his own social enterprise, hands-on workshops with alumni and faculty, a visit to a social enterprise in Lancaster, a business jeopardy game, an incubator simulator, recreation activities in the Bowers Center. The curriculum was designed to teach high school students, working in teams, how to develop and refine their social enterprise idea, finance it, market it, sell it to investors. Then, we would choose the best idea in a competition, Shark Tank format, but friendlier, you know. Our first academy graduates would be able to achieve everything that Blake Mycoskie did, but faster and better. There would be simply no comparison. Next, we posted camp counselor positions on HR sites. Reviewed applications. Conducted interviews. Hired great students. We were all ready to go. All engines running. Full sails ahead. Some people even suggested to open the camp internationally. "Let's see how the first year goes," we said, "we may not have enough room." Well, dear reader, I think you know how this story ends: it all went to dust, as corona swiped the world with her invisible broom. We are left with nothing but a great story to tell. A great story in contingency planning. But we don't despair. Corona can't break us. We'll return with even more energy and enthusiasm next year. Stay tuned.

This year, we also started a new mentoring program for business students, Birds of a feather, which gives current

students the opportunity to connect with an alum who fits their career interests, personality, and values. More than 60 students and alumni signed up for the program. Each student is paired up with an alum, and encouraged to meet face-to-face, or Zoom, communicate by email or phone, and build a relationship, learn from each other, exchange ideas and experiences. I've had several good mentors in my life, most of them informal, and through this program, I am hoping that students will find a mentor who would end up being their trusted friend, counselor, and advocate. "My mistakes have been my greatest mentors," Steve Maraboli said. Our Blue Jay mentors will hopefully help students avoid (at least some of) their mistakes.



To keep pace with the needs of the employers, this year we integrated more data analytics content into Accounting courses and added a new Data Visualization course to the curricula of both Accounting and International Business programs. IB has also acquired a shiny new concentration in Data Analytics (available to students in Fall 2020 and beyond). All this talk about big data, and you're still not sure what it is? In a nutshell, the algorithm that Netflix uses to determine that Ferris Bueller's Day Off is 94% related to your preferences is based on data analytics. So is Facebook's decision to attack you with ads on Birkenstock sandals after you googled them one lazy afternoon. It's a bit more complicated than this, but you get the gist. The point is, employers need graduates with business analytics skills and higher education institutions are not churning them quick enough, so there is a talent gap in this area. We're trying to bridge this gap and stay relevant in a dynamic market.



To help our students take advantage of the huge opportunities in the area of Human Resources, we transformed our management concentration into an HR & Talent Management concentration, available to students in Fall 2020 and beyond. Not only are HR jobs highly paid positions in business, but the HR manager's role has evolved from simply checking compliance with legislation and gathering documents in a dusty drawer into a strategic imperative, focused on creating and sustaining competitive advantage for the company. Recruiting, managing, and developing talent is crucial if the organization wants to stay ahead of the competition. In other words, Toby Flenderson deserves some respect.

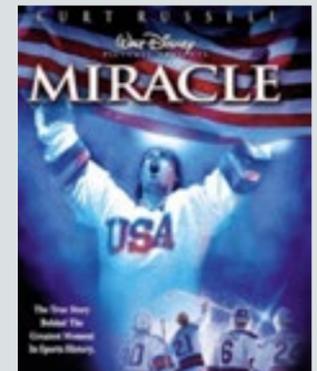


This year, we created a new soft skill development program, Backpack-to-Briefcase, required for the Fall 2020 cohort and beyond. Students Hannah Hall, Jeremy Eberly, and Will Paterson participated in a focus group that provided ideas and suggestions for the program. The program intends to build skills in three categories: Business exposure, Career preparation, and Leadership and engagement. In each category, students have a choice of events or activities to complete. The program is not tied to a course and students don't receive

credit for it; completion will be tracked via advising. After completing each category, students will write a narrative explaining what they learned from it. We hope that students will develop essential networking skills, cross-cultural awareness, project management skills, collaboration skills, leadership skills, ethics, written and verbal communication skills. Soft skills are extremely valued by employers, yet most business schools don't emphasize them to the same extent as they do hard skills. I don't know who said it for the first time, but it's true that "hard skills will get you hired, while lack of soft skills will get you fired." Just look at Carlos Ghosn.



This summer, like everyone else, you'll find us on Zoom. We try to connect with our first-year students and give them a chance to get to know each other. Current students Laura Cardona, Arianna Einsig, Tyler Forney, Zoe Goebel, Nick Lecatsas, and Daniel McFarland are facilitating these sessions. On June 18, they will engage the FY students in a movie discussion, based on the movie Miracle (2004). Even if you don't watch ice hockey, this movie should keep you on the edge of your seat! It is a story of perseverance when the odds are stacked against you. They will discuss other things as well, plus they will have a few icebreakers to help students get to know each other, as much as possible. By the way, students suggested that faculty would not be present in these engagement sessions, presumably to allow FY students to speak in a less intimidated manner. That's okay, 'cause we'll have a Zoom session with their parents (and we get to talk about them!)



We are now in the middle of writing the accreditation report for the Accreditation Council for Business Schools and Programs (ACBSP). There are documents to check, databases to fill, numbers to crunch, trends to interpret, narratives to write. This is the 10-year report, so it's pretty important. We have to show that we provide high-quality education to our students. That we're up to snuff with international standards. We are starting with a clean slate this year, since ACBSP removed all notes and conditions from our record last August. Hope to keep it that way!



Looking ahead, our department will become a School of Business, and the College is in the process of hiring a new Dean. We look forward to increasing the visibility of our new School in the higher education landscape, building more corporate partnerships, developing new programs, and increasing enrollment. All good changes. I'm hoping that 2020-2021 will be a better year than the one we've had. Farewell!

Sources: istockphoto.com/photo/blue-jay-bird-cyanocitta-cristata-gm1008639050-272043388, wikipedia.org/wiki/Ferris_Bueller%27s_Day_O, theoffice.fandom.com/wiki/Toby_Flenderson, [wikipedia.org/wiki/Miracle_\(2004_film\)](https://wikipedia.org/wiki/Miracle_(2004_film))

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