

Sharing Information on Progress 2022



Duquesne University

Palumbo-Donahue School of Business

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duq.edu/business



Palumbo-Donahue
School of Business

THE BUSINESS OF
DIFFERENCE MAKING®

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A Responsibility to Our Future

The concept of sustainability is best expressed through the Catholic commitment to "the integrity of creation," a profound respect for and fundamental attitude of reverence toward the natural world and its interdependent realms of plant, animal and human life.

At Duquesne, we work each day to find new ways to reduce our consumption of natural resources and to promote sustainable living. Achieving the goals of sustainability—whether through [green operations](#), construction projects, [research](#), [academic coursework](#), [community engagement initiatives](#), or [corporate partnerships](#)—is one of the principal ways that we have been able to transform respect for the integrity of creation into action, and honor our Catholic founding in the Spiritan tradition.

Honoring Our Spiritan Tradition

Our Spiritan heritage imparts a worldview that challenges us to embrace a deeper understanding of the world's working and accept our role as stewards who must care for creation. And as a Catholic university, in light of the encyclical of Pope Francis, [Laudato Si \(Praised Be\)](#), we appreciate that it is not only a moral issue, but also a responsibility to confront climate change and other environmental problems and to do what we can to eliminate their causes and mitigate their effects.

The timeliness and persuasive power of Laudato Si as well as the Spiritan, Catholic mission combined to make Duquesne University the ideal environment for a conference focused on the environmental problems that confront us. Our annual [Integrity of Creation Conference](#) is a free public event that invites scholars, policy makers and concerned citizens to raise awareness, present research and foster interdisciplinary discourse on a selected topic. The 2022 conference focused on the topic of Climate Resiliency: Collaboration, Adaptation, and Action, to discuss pivotal issues regarding safeguarding our planet.

PALUMBO-DONAHUE SCHOOL OF BUSINESS



Dean B. McFarlin, Ph.D.

**Dean and Professor of Management
Palumbo • Donahue School of Business**

THE BUSINESS OF
DIFFERENCE MAKING®

The Business of Difference Making® is more than a tagline for the Palumbo-Donahue School of Business. This tagline was created and intended to be a guiding force for students, faculty, staff and alumni of the School of Business. Our shared mission is to help students become ethical business professionals who have a positive impact on their organizations as well as society.

Difference-Making Education...

We have created world-class facilities in Rockwell Hall, home of the Palumbo-Donahue School of Business, that support the type of project-based, high impact, difference-making education we offer our students. In 2022, the School of Business opened its new Eugene P. Beard Center for

Student Success (CSS), marking the beginning of a new era for the School. This new Center was created to provide an integrated, holistic approach for serving students, and this vision was realized in two ways: first, staff roles across the school were reimagined to better support students. Second, the 7th floor of Rockwell Hall was completely renovated, making the Center a physical reality.

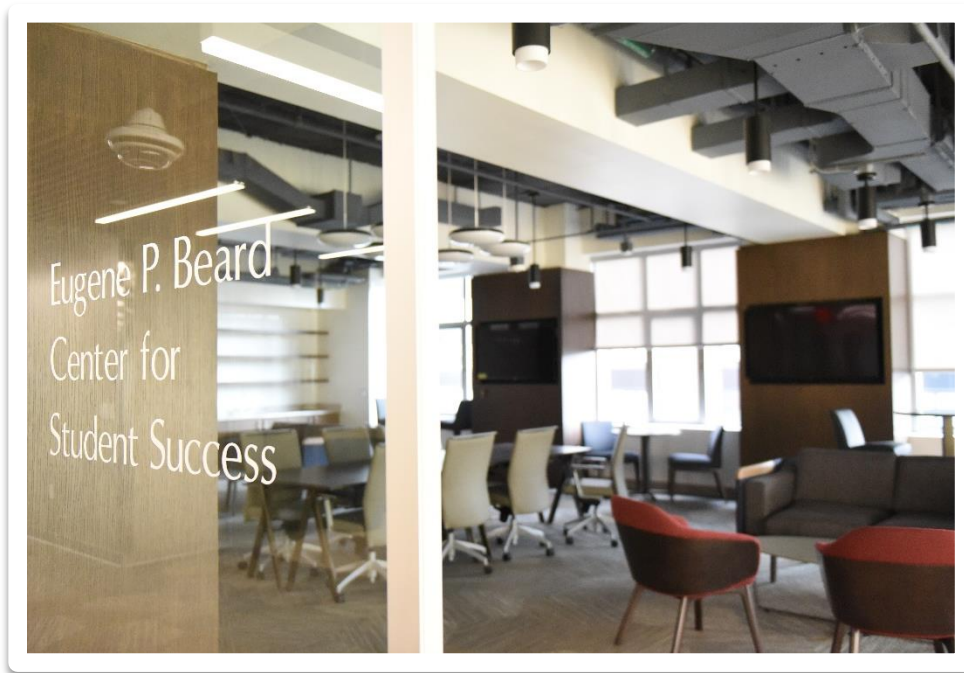


Photo above: The Eugene P. Beard Center for Student Success
– The Center's event and student space.

With the implementation of the CSS, business students receive a comprehensive experience, from their first contact with the School as high school students through graduation and their transition to alumni.



Photo above: The Eugene P. Beard Center for Student Success
– One of the Center's multiple collaboration spaces.

Our commitment to providing exceptional academic facilities extends beyond the 7th floor. We are proud that the School of Business is home to the first-of-its-kind high-performance building dashboard. Since 2020, this dashboard has monitored energy and indoor air quality (PM2.5, PM 10, Humidity, temperature, CO2, and Volatile Organic Compounds). This cloud-based dashboard data is available to building occupants, administrators, and students, and the data can be utilized by faculty within courses, experiential learning projects, and curricula.

As stated by Dr. Robert Sroufe, Thomas J. and Marie C. Murrin Chair of Global Competitiveness, “Duquesne University’s Palumbo-Donahue School of Business is the first business school in the USA to use six air quality indicators in dashboard assessments of their building. Duquesne University can promote the success of its students and maximize their potential by assessing these indicators and creating better air quality conditions.”

Our investment in smart building infrastructure has resulted in increased collaboration and new avenues for research. Alumni, students, and faculty collaborate in our annual Energy Management Systems Sustainability Design Competition, which is part of the Strategic Sustainability and Models. This collaboration led to Dr. Robert Sroufe winning the Presidential Scholarship Award from Duquesne University to facilitate high-performance buildings research and development of pedagogy. The award resulted in the book *The Power of Existing Buildings: Save Money, Improve Health, and Reduce Environmental Impacts*. Together, the competition and book have led to investments that make our School a Living Lab that provides a variety of building data.

Strengthening Corporate and Community Partnerships

We are expanding our partnerships with a wide range of institutions from fledgling start-ups to small and medium businesses to non-profit organizations to Fortune 500 corporations. Our students and faculty are demonstrating the potential of business and sustainability principles to transform companies and communities while making a difference in the lives of others. Offered as part of graded coursework in the One-Year MBA program, partnership projects are sponsored by organizations that face important sustainability issues and have a vested interest in the outcome. Our students have completed more than 100 consulting projects, applying their skills in finance, business strategy, marketing, information systems and supply chain management to help client organizations with specific business challenges related to sustainability.

Top Ranked Duquesne One-Year MBA



The **One-Year MBA** program in the Palumbo-Donahue School of Business—which prepares students to leverage sustainability to improve organizational performance—has been ranked No. 1 in the United States and No. 7 in the world by *Corporate Knights* in its 2021 Better World MBA list.

This achievement is really a testament to the ideas, hard work and passion of our faculty as well as the support of many partner organizations. It's also a big plus to be located in Pittsburgh. Our city embraces and promotes many exciting sustainability initiatives, something that offers a variety of opportunities for our students and faculty.

The full-time program emphasizes the integrated management of financial, social, environmental and informational resources within the decision-making process. In addition, students develop leadership skills through consulting projects, ethical decision-making, global study trips and capstone practicums.

Moreover, we will continue to integrate the Principles of Responsible Management Education (PRME) and the United Nations Global Compact Principles (UNGC) for Responsible Business into the School's undergraduate and graduate curricula. As stated in our *Palumbo-Donahue 2025: Achieving Distinctive Excellence* strategic plan, “Sustainability as a core business principle” is one of the learning themes for undergraduate and graduate programs offered through the School of Business.

Sincerely,

A handwritten signature in black ink, appearing to read 'Dean B. McFarlin'.

Dean B. McFarlin, Ph.D.
Dean and Professor of Management

Duquesne University **MISSION**



Duquesne University of the Holy Spirit is a Catholic University founded by members of the Congregation of the Holy Spirit, the Spiritans, and sustained through a partnership of laity and religious.

***Duquesne serves God by serving students—
through commitment to excellence in liberal and professional
education, through profound concern for moral and spiritual
values, through the maintenance of an ecumenical atmosphere
open to diversity, and through service to the Church, the
community, the nation, and the world.***

ACHIEVING DISTINCTIVE EXCELLENCE 2025

VISION • MISSION • VALUES



PALUMBO-DONAHUE SCHOOL OF BUSINESS

OUR VISION

Become a Premier Business School with Distinctive Excellence...

We aspire to be recognized as a global leader in business education for impactful scholarship and engaging, distinctive programs and experiences that transform students' lives in a Catholic, Spiritan tradition and provide innovative solutions for communities, organizations, and the world.

OUR MISSION

Provide Transformative Education in a Spiritan Tradition...

We develop ethical business professionals who understand the global marketplace and serve others by leading with integrity to transform their communities, organizations, and society. Toward this end, we engage our students, alumni, and business partners with passionate faculty members who create impactful scholarship and innovative educational experiences that connect theory to practice.

PRINCIPLE 1 - Purpose

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

The history of Duquesne University began in 1878 when the Congregation of the Holy Spirit founded the University to educate the children of Pittsburgh's immigrants. The University established the School of Business, one of its earliest programs, in 1913.

Our philosophy is that responsible, ethical leadership in business not only enhances the bottom line, but also creates a better society for all. Our students are taught that being the best *in* the world—in any field of endeavor—requires being the best *for* the world.

The School of Business has internationally accredited and top-ranked programs. The School educates over 1,175 undergraduate students in 8 different business-related majors and 260 graduate students in six diverse programs. Our programs deliver transformative career impact. We develop leaders with integrity who seize opportunities and embrace change.

Our innovative graduate and executive education programs include the following:

MBA Programs

- One-Year MBA (focusing on Sustainable Business Practices)
- Professional MBA

Specialized Master's Programs

- Master of Science in Accountancy
- Master of Science in Analytics and Information Management (STEM)
- Master of Science in Finance (launching Fall 2023)
- Master of Science in Supply Chain Management (STEM)

Certificates

- Graduate Certificate in Analytics and Information Management
- Graduate Certificate in Entrepreneurship
- Graduate Certificate in Executive Leadership
- Graduate Certificate in Finance
- Graduate Certificate in Supply Chain Management

Micro-credential

- Business Analytics Fundamentals
- Business Essentials
- Business Essentials for Lawyers

Executive Education Programs

- APICS Certifications
- Certificate in Financial Planning
- Custom Programs
- Emerging Women's Leadership Conference
- Professional Coaching Certificate
- Women's Executive Leadership Program

RANKINGS AND RECOGNITION



The Palumbo-Donahue School of Business is accredited by the **Association to Advance Collegiate Schools of Business** (AACSB).



Poets and Quants for Undergrads ranks Duquesne among the country's top 80 undergraduate business programs. The ranking is based on school-reported data and a detailed representative nationwide survey of alumni.



We are recognized as a **Certified School of Internal Auditing by the Institute of Internal Auditors** (IIA). Of the 30+ USA-based schools on the global certification list, the Palumbo-Donahue School of Business is currently the only IIA-certified accounting program in the state of Pennsylvania, and we are one of 52 in the world.



Corporate Knights, a Canadian publication devoted to sustainability and business, **ranked our One-Year MBA, focused on sustainable Business Practices #1 in the United States and #7 in the world.**



The School is among the first 100 endorsers of the **Principles of Responsible Management Education** (PRME), a United Nations-backed initiative promoting environmental stewardship, human rights and fair-trade practices in business education.



Duquesne ranks among the best when it comes to preparing students for sales careers, according to the **Sales Education Foundation** (SEF). Less than 3% of the nation's colleges and universities offer sales programs, which means that our graduates are exceptionally well-prepared for professional sales positions.

- Our Graduate School is among **Princeton Review's Best Business Schools.**

PRINCIPLE 2 – Values

We will incorporate into our academic activities, curricula, and organizational practices the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

OUR VALUES

The Business of Difference Making—Principles that Drive Us Forward...

Respect for the world. Our business perspective is shaped by the Spiritan emphasis on respect for the world and the pursuit of good environmental stewardship and social justice in doing so. That perspective also recognizes the fundamental value and dignity of all individuals and includes our commitment to creating an inclusive culture of respect, fairness and equality.

Ethics and integrity. Ethics and integrity are essential characteristics of high-performing organizations over the long term. We want our faculty, staff and students to be guided by the highest principles of honesty, fairness, accountability, transparency, and moral courage.

Student-centered. Everything we do is about putting students first. We have a relentless focus on giving students high quality learning and developmental opportunities that shape their ability to make a difference. Put simply, we are in the business of difference making for students.

Scholarship that matters. We embrace impactful scholarship whether it involves discipline-based research that creates new knowledge, applied research that shapes business practice, or pedagogical research that helps improve teaching effectiveness.

Practical wisdom. Business education is no longer just about knowledge acquisition. Instead, students need transformational experiences that show employers and others what they can do with knowledge. Instilling practical wisdom is what helps turn students into difference makers.

Change and innovation. Business today is rapidly changing and our competitors aren't standing still. We embrace change and monitor trends in business education to measure ourselves against external benchmarks as well as by who our students become with the aim of creating innovative programs.

Collaborative boundary-spanning. Our students need to understand and embrace cultural differences since today's business environment is increasingly and unmistakably global. Indeed, today's work world is filled with cross-functional teams and fluid boundaries across disciplines, organizations, communities, and cultures.

Rockwell Hall Building Dashboard

Since 2020, the School of Business has had the first-of-its-kind high-performance building dashboard monitoring energy and indoor air quality (PM2.5, PM 10, Humidity, temperature, CO2, and Volatile Organic Compounds (VOCs)). This cloud-based dashboard data is available to building occupants, administrators, and students. The data can be utilized by faculty within courses, experiential learning projects, and curricula. As stated by Dr. Robert Sroufe, Thomas J. and Marie C. Murrin Chair of Global Competitiveness, “Duquesne University’s Palumbo-Donahue School of Business is the first business school in the USA to use six air quality indicators in dashboard assessments of their building. Duquesne University can promote the success of its students and maximize their potential by assessing these indicators and creating better air quality conditions.”

University Sustainability Committee Launched

The charge of the University Sustainability Committee (USC), launched July 2022 is to promote Duquesne University’s sustainability efforts in building a resilient campus. The Committee fosters opportunities for multidisciplinary engagement across academic units, facilities, and University Leadership. These activities enhance recruitment and retention, diversity and inclusion, highlight research, support the Bridges common learning experience, and advance the University’s sustainability status as a premier Catholic institution.

This Committee will develop and promote a culture of sustainability across campus and the Pittsburgh community by being a catalyst and resource advocating for social, environmental, and economic responsibility aligned with the United Nations’ Sustainable Development Goals. The Committee and its advocacy are part of a vision for why and how faculty can build on our strengths to expand the value of and be able to tell compelling stories about why students and scholars should come to Duquesne University to be part of these sustainability efforts.

The Committee’s work will support Duquesne University’s strategic plan imperatives #1 – identify bold pathways to offer students the knowledge and skills they need for productive and fulfilling careers; #2 – become the region’s flagship institution for community engagement through partnerships in the city, region, and world; #3 – develop academic programs transcending traditional boundaries and leading interdisciplinary and interprofessional programs; #4 – create a vibrant campus community fostering the achievements of students, faculty, and staff; #5 – encourage an entrepreneurial spirit, creatively steward university assets, adapt to changing environments, and enhance its financial vitality to fulfill its mission into the future.

PRINCIPLE 3 - Method

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Undergraduate Course Highlights

First Year Innovation Experience – Pushes Student Out of Their Comfort Zone



The **First Year Innovation Experience** is an intensive experiential learning course for first-year students that pushes them out of their comfort zone and enhances their ability to recognize and seize opportunities. This “cornerstone” course introduces students to design thinking and challenges them to apply it creatively to solve real-world problems.

The class has several learning objectives that are consistent with the themes in the School’s strategic plan. All first-year students develop entrepreneurial thinking and a broad understanding of sustainability principles. In addition, students learn that they have the power to make changes in their communities.



Ernst and Young Partners on First Year Innovation Experience

The centerpiece of the course is an “Innovation Challenge” involving an immersive experience that engages students with a corporate partner, professors, and alumni. For the past three years, the School has partnered with Ernst and Young (EY) to work on challenges currently facing employers. In academic year 21-22 students were asked to generate strategies and tactics to help EY design a workplace that would be attractive to Gen Z.

During the fall 2021 semester, 55 teams were formed to attack the challenge, with each student developing an idea and presenting it in an elevator pitch format. Working with an assigned mentor, each team selected the best idea within the group and then spent the semester

brainstorming, observing, researching, pitching and creating a detailed plan to address the challenge.

Judges from EY attended finalist presentations and evaluated their plans. The judges were very impressed with the ideas put forth and the amount of information provided. Representatives expressed an interest in working with the School of Business and Duquesne to pursue implementation of the finalists' ideas.

The key course leader was Leslie Mansfield, one of the School's Executive-in-Residence members with almost 40 years of experience in project management and innovation leadership roles at Bombardier and Westinghouse. Leslie was supported by Christine Hughes, Program Director for Career Advancement and Experiential Learning, and Bill Spangler, Professor of Information Systems and Technology.

The five finalist teams earned monetary prizes for their performances.

- **1st Place Team: Emerging Technologies**
Plan: Develop a collaborative database queue of resources for employees created by employees from EY.
- **2nd Place Team: Use of Social Media**
Plan: Create an EY Careers Instagram page for Gen Z employees that obtains information from social media and Instagram to follow brands.
- **3rd Place Team: Inclusiveness and Belonging**
Plan: Develop a 'Swift' app to provide personalized car & ride sharing service for EY employees.
- **4th Place Team: Apprentice, Mentor & Development**
Plan: Create a tab on EY's website for prospective employees to enter skills and interests which would be matched with available jobs within company.
- **5th Place Team: Well-being in the Workplace**
Plan: Support emotional well-being of international employees via the implementation of a department that focuses solely on international employees and their families.

Investing for the Future



The Duquesne Asset Management Group (DAMG) was founded under the inspiration of Professor Vashista Bhaskar. What began as an informal group of students with shared interests in investments and financial markets has evolved into a multi-year experience in Student-Managed Investment Funds (SMIF). As of May 2022, the SMIF program encompasses three portfolios with approximately \$1.3 million under management. A primary goal of the SMIF program is to provide experiences

for students which enable them to better pursue career goals.

The flagship Duquesne Values Fund (DVF) commenced operation in fall 2019. DVF is a long-only portfolio of large-cap stocks selected based on fundamental prospects for return and risk and with positive environmental, social and governance characteristics. As of May 2022, the fund balance is in excess of \$1 million.

The Duquesne Microcap Fund (DMF) employs a quantitative factor-based approach to investing in common stocks in the Russell Microcap Index. The Duquesne Balanced Fund (DBF) employs asset allocation with exchanged-traded funds to achieve preservation of capital with reasonable returns over the long term and across many economic cycles. Collectively, assets under management in DMF and DBF total approximately \$300,000.

The DAMG continues to function as a means of coordinating and messaging with students regarding co-curricular activities of the SMIF program. During the fall, DAMG recruits outside speakers from the community of finance and investment professionals. Fund management during the summer and fall takes place within the DAMG.

The SMIF program is incorporated in the Finance curriculum with two courses that focus on managing investments. These courses are co-taught by Jon Kinol (B'85), Executive-in-Residence, and Dr. Phil Baird, SMIF Faculty Adviser. Managing Investments I and II (FINC 200, 400) were new courses offered for the first time in Spring 2022. In April 2022, students from both classes presented their research and recommendations to members of the Investment Strategy Institute Advisory Council.

Business Ethics and Global Citizenship

In the course, *Business Ethics and Global Citizenship*, students are engaged in assignments that focus on corporate citizenship.

In addition to spending the semester presenting, testing, and challenging students to use basic ethical principles, moral reasoning, and moral theories to identify and resolve ethical issues set in a business context, some of the specific assignments address this PRME principle.

- The case analysis paper: students are asked to apply ethics theories and the theory of cognitive moral development as ethical decision-making tools to an assigned case presenting an ethical dilemma and are challenged to enhance their business communication skills.
- Corporate citizenship / ethical climate paper: Students are assigned a business organization and directed to conduct research on the firm's ethical work climate and management of performance towards one or more non-financial stakeholders (e.g., the community, the environment, employees, and customers). The students are challenged to develop "action plans" to demonstrate how the firm can improve its ethical climate or performance towards non-financial stakeholders.

Strategic Management – Capstone Course

At the undergraduate level, the capstone course required for all Business majors aligns with PRME Principles 1 and 3. The goal is that all undergraduate students gain exposure to sustainability issues. The Strategic Management course has an enrollment of about 300 students per year. We incorporated sustainability as a recurrent theme throughout the course.

Additionally, there are two active learning activities:

(1) Problem Solving Project

All senior Business majors enrolled in the Strategic Management course analyze a real business case emphasizing Social Responsibility & Environmental Stewardship. The presentations of the student teams were judged by several business executives, alumni, and professors from various disciplines, utilizing a comprehensive rubric. In their presentations, students address ethical, social, and environmental issues.

(2) Community-Engaged Project (Also Supports Principle 5)

Many of the senior Business majors enrolled in the Strategic Management course complete projects addressing real problems in collaboration with local non-profit

organizations. All semester, the student teams develop their projects which often involve mid-term and/or final presentations to the partner organizations. In their projects, students examine social and/or environmental issues related to the context of several local nonprofit organizations.

To assess the learning outcomes, external judges including business practitioners and professors from different disciplines evaluated the performance of student teams. Additionally, students completed individual reflection papers about the Problem-Solving Project and the Community-Engaged Project. Our assessment of learning outcomes suggested that most student teams across the Strategic Management sections achieved the key competencies aligned with the Principles for Responsible Management Education. This assessment demonstrated positive learning outcomes regarding awareness of and ability to address ethical, social, and environmental issues in business situations.

Global Business, Government and Society Principles

Enrollment for this course is comprised of Management majors as a requirement in addition to some students minoring in Management or International Business majors and a few students taking this course as their business elective.

The cornerstone of the course is the **Corporate Policy Simulation (CPS)**. This half-semester long activity accounts directly for 30% of their overall course grade and focuses on: guiding students toward an understanding of the complex and interactive world of business-government-society interface found explicitly or implicitly in all organizations, and an ability to manage, the social, economic, legal, political, regulatory, global, ecological and stakeholder issues and interactions found in a democratic capitalistic environment through an educational simulation.

CPS has three specific objectives. First, the simulation provides students with an opportunity to apply insights developed in the course to selected current problems confronting business. Thus, it is an exercise in taking concepts and principles identified in the course's textbook, and expanded upon in classroom lecture and case discussions, to a "real world" business setting. Second, CPS thrusts the students into a complex and dynamic environment filled with uncertainty, reflecting the "real world" environment faced by managers responsible for the business-government-society interface. This is a significant departure from the traditional deterministic models presented in many business courses where students are provided a formula and asked to find the correct answer. Finally, the CPS challenges students to work in a typical "real world" environment by assembling students into teams representing businesses.

It is rare in the business world where a sole entrepreneur can function without the need of, or preference for, others. Typically, managers are assigned to teams, whether assigned to an audit

team or a marketing group to develop a project. In the CPS, students experience the advantages and challenges of a team approach to decision making. The general principles of working with others, espoused in personnel management and organizational behavior courses, are given an opportunity to be applied here in preparation for the inevitable experience awaiting the students as organization members upon graduation.

Graduate Course Highlights

Accounting for Decision Makers

Students develop a deeper understanding of the accounting cycle used in companies to produce both internal and external financial information. Special emphasis is placed throughout the course on understanding, analyzing and interpreting financial statements and related information. Additionally, students are introduced to decision making tools such as ratio analysis and challenged to utilize them to critically evaluate financial information and make effective decisions. The basics of corporate sustainability reporting are also covered.

Applied Statistics

Students learn how to apply statistical methods of inference, produce and interpret statistics that attempt to answer typical business questions, and use probability theory and statistical methods to draw conclusions. Utilizing datasets that involve environmental, social and governance reporting (e.g., Bloomberg, Trucost), students measure the costs versus benefits of different business strategies. As such, this course places heavy emphasis on the application of statistical techniques to business problems and the interpretation of results for a non-technical audience.

Business Ethics and Global Responsibility

Students are introduced to the School's policy on ethical behavior and learn the basic ethical decision-making skills necessary to recognize, evaluate and resolve ethical conflicts. Emphasis is placed on common ethical challenges facing graduate students in the classroom and at work.

This course provides an analytical framework for students to use when grappling with sustainability-focused, ethical dilemmas in subsequent core and elective courses in the graduate program and in their professional business careers. An additional goal of this particular course is to emphasize the link between ethics and sustainable development and the challenges managers face to maintain a concern for both in the current business environment.

Sustainable Business Practices Project I

This course features a live problem-solving case project with a real-world client. It introduces proven design thinking and project management methodologies while tying theory to practice across the curriculum. Aligned to Principles for Responsible Management Education (PRME), the course requires students to interact with managers of business corporations and explore

jointly effective approaches to the ethical management of social, environmental, financial, and informational resources. Students interface with clients on three occasions: (1) at the outset when the client presents the challenge and desired outcomes, (2) at mid-point to provide a status report and ask questions about context, data and expectations; and (3) at the end to present solutions to the client management team. Students represent Duquesne University as professional consultants, and faculty serve as managing directors of the engagement. With guidance and coaching, students audit and analyze the client's internal/external situation, drivers and risks; identify problems and opportunities; evaluate return on investment from alternative courses of action; and recommend solutions for short- and long-term prosperity. Within student teams, individuals develop skills as project manager, researcher, analyst, writer, speaker and peer coach. Performance evaluation includes 360-degree feedback from the client team, faculty and peers.

Systems Thinking and Managerial Decision Tools

The primary responsibility of all managers is to make decisions in situations in which there are multiple competing objectives. This course introduces students to a set of tools that can be applied to scenarios in a variety of business environments. It also introduces and addresses the challenges of making decisions within the context of complex business systems with multiple stakeholders and short- and long-term social, environmental, and economic consequences.

Specifically, this set of tools includes optimization methods, Monte Carlo simulation, multi-criteria decision analysis, decision trees, and causal loop diagrams. The analysis is conducted using Excel, various Excel add-ins for advanced analytics, and causal loop diagramming software. These analytical tools are applied to scenarios that include social, environmental, and economic considerations. Subsequent courses in the program will utilize these analytical methods within their specific decision environments.

Strategic Sustainability and Models

Strategic sustainability advances students' managerial skills for identifying, researching, evaluating and communicating innovative opportunities involving the efficient and effective management of financial, environmental and social resources. Building on our commitment to the Principles for Responsible Management Education (PRME), and Global Compact, this course experience serves as a foundation for strategic sustainability, models and tools integration across the curriculum. Students work individually, and in teams to frame problems, research and develop training seminars, and manage resources for assigned topics. The focus is inspiring innovation, and creating competitive advantage – both short and long term – for organizations. Deliverables include presentations of mini training seminars to peers, life cycle assessment, enterprise strategic sustainability assessment, along with participation in case analysis, and class discussions while applying critical thinking to identify productivity gains, cost savings, revenue increases, and profit growth when implementing sustainable business practices. The course is

taught as a seminar where sharing learning, best practices and sustainability knowledge across teams and individuals enables all to gain insight to emerging issues beyond the scope of a single entity. Students work within an integrated curriculum to analyze internal/external situations, drivers and risks; to identify problems and opportunities; to evaluate return on investment from alternative courses of action; and to value both short- and long-term prosperity. Students independently learn about, apply, and reflect on proven models and methodologies while honing their skills as a researcher, analyst, writer, and speaker.

Managerial Economics

The course emphasizes the integration of microeconomic theories and tools from a managerial perspective. The applied aspect of the course comes from analyzing case studies and studying empirical evidence of the theories. Topics include both traditional topics in microeconomics (quantitative demand analysis, elasticities, production and costs, market structures and profit maximization), in addition to advanced topics (game theory and pricing strategies). The presence of production externalities results in economic, social and environmental consequences. As a result, it is important that social costs be compared to private costs.

Financial Management

Financial Management is about the decisions firms make regarding (a) the acquisition of business resources, both tangible and intangible, (b) the management of these resources, and (c) the financing of their acquisition. In surveys of Chief Financial Officers, an overwhelming majority cite corporate culture as the single most important factor in creating value. The Finance function is seen to promote effective culture by exemplifying accountability, integrity and transparency, by providing analytical tools for superior execution, and by focusing employees on long-term objectives.

Finance embodies important aspects of sustainability because it is based on objective benefit/cost analysis with the goal of maximizing shareholder wealth while simultaneously considering the impact of decisions on other stakeholders. It is nearly always the case that what is good for stakeholders generally also results in long-term shareholder wealth maximization. Through problem solving and case analysis, students obtain a sound foundation in the application of financial decision-making tools toward the goal of optimizing the firm's long-run viability. Topics covered include valuation, cost of capital, financial planning and forecasting, capital budgeting, risk and return, and options and/or international corporate finance.

Sustainable Business Practices Project II

This course advances students' skill sets for solving contemporary problems and managing financial, social, and environmental resources – efficiently and effectively. Building on readings and methodology from Sustainable Business Practices Project I and our commitment to the Principles for Responsible Management Education (PRME), this course offers a proving ground

for applying theory and models from across the curriculum. Taught as a seminar for sharing learning, best practices and knowledge across teams and clients, the course requires all students to examine issues beyond their project scope and client concerns. Students work in teams to frame problems, develop solution paths, and manage projects from conception to completion for an assigned client. The focus is on improving processes, inspiring innovation, and creating competitive advantage – both short and long term – for real world organizations. Client deliverables include a formal presentation to the client management team and an analytical report with recommendations that will lead to productivity gains, cost savings, revenue increases, and profit growth when implemented by the client. Students function as professional consultants, working closely with a client organization to analyze internal/external situations, drivers and risks; to identify problems and opportunities; to evaluate return on investment from alternative courses of action; and to recommend solutions for short- and long-term prosperity. Students apply proven models and methodologies and hone their skills as a project manager, researcher, analyst, writer, speaker and peer coach.

Managing Information

Today's businesses leverage information technologies and systems to achieve corporate objectives. As information systems have become critical to the success of modern business organizations, knowledge of information systems has become a key success factor for all business professionals within a firm. In stark contrast to the past, present-day improvements in information technology serve to fuel global business opportunities and transform many business processes. Going forward, information systems are expected to play an increasingly pivotal role in the implementation of business strategies designed to gain competitive advantage. This course emphasizes the conceptualization of information systems as structured technology configurations that work collectively to serve the information needs of a firm.

Students will build skills sought after in today's workplace through comprehensive and integrative coverage of essential new technologies, information system applications, and the impact of technology on business models. A special emphasis is placed on information technology initiatives which support the social aspects of sustainability (e.g., organizational behavior, planning and reporting) as well as the economic and environmental aspects (e.g., energy informatics and material consumption). Upon completion of this course, students are well positioned to understand, participate in, and eventually lead management discussions involving decisions regarding their firm's information systems.

Supply Chain/Operations Management

Students are introduced to the operations of sourcing, planning, making, and delivering high quality goods and services through efficient transformation processes that use labor, materials, information, and cash to increase value to the various stakeholders. The transformation processes

studied are scientific, ethical, sustainable, socially acceptable and in line with the Global Compact's supply chain principles.

Managing People for Sustained Competitive Advantage

This course examines the ways in which leaders, managers, and employees can improve employee performance and commitment – key factors underlying competitive organizations. Guided by an examination of contemporary research and real-world cases, students will develop the knowledge and tools needed to help them navigate the opportunities and challenges inherent in managing themselves and others to generate enduring social and financial value, while incorporating long-term sustainable business objectives into the vision for the firm. The social and financial pillars of the triple bottom line are central to the course, which is focused on improving employee performance and commitment because doing so not only creates internal social value but importantly provides the kind of organizational differentiation that enables the creation of financial value. The environmental pillar is brought into the course through cases.

Marketing Management

This course examines the role of marketing in creating exchanges that satisfy consumer and organizational objectives thereby creating value for the firm. The course focuses on formulating and evaluating marketing strategies. Students learn how marketing mix decisions – product, place, promotion and price – are made as part of a cohesive strategy. Contemporary concepts and theories are presented with a focus on analytical and financial models that will assist marketing managers in making better decisions. Emerging perspectives on strategic sustainability, marketing management and the impact of digital media are also emphasized.

Strategic Innovation Management

This course integrates themes from business strategy, technology and innovation management, and entrepreneurship to help students acquire the knowledge and skills needed to convert entrepreneurial opportunities into strategic actions. Students are exposed to the corporate venturing/entrepreneurial process - from opportunity recognition and evaluation to business planning and implementation. This course improves students' strategic & entrepreneurial mindset with an emphasis on developing and leveraging capabilities related to sustainability.

Leading Change in Sustainable Enterprises

This course helps students obtain the knowledge and skills to lead organizational change necessary to create a sustainable enterprise. Students focus on theories, concepts, and applications that allow them to successfully initiate, analyze and implement organizational changes in the context of sustainability issues. Students are exposed to the following change management and sustainability topics: change leadership processes, the skills that leaders need to

make positive change, barriers to change, tools to identify and implement a sustainable business change, and the roles of the various participants in the change process.

Professional Development Practicum

This course is presented in a series of seminars offering practicum experiences for professional and career development designed to build a career management skill set and core competencies. Invited industry experts and professional practitioners provide students with enriching perspectives and opportunities for networking. The course is designed to build a career management skill set that will assist the student in obtaining a professional position upon graduation as well as to be utilized throughout the progression of his/her career.

Sustainable Business Practices Project III

This course is the capstone experience of our One-Year MBA focused on sustainable business practices — an opportunity to integrate learning from coursework, consulting, international travel and professional development on a systemic level. The course deliverable is a strategic plan for mission-driven change. Focus is on innovation for competitive or reputational advantage. As part of this engagement, students will work directly with client personnel at their offices, reporting to work on an agreed-to schedule. Students conduct primary research to identify problems and opportunities and assess tolerance for change. Students analyze internal/external drivers and risks relative to organizational vision and goals, applying methodologies from across the curriculum, including first and second semester courses.

Global Business – Study Trip (*10-day trip over Spring Break*)

This course focuses on the global environment of contemporary business. Students will consider the rationale for conducting business internationally and the various issues that complicate decision making in a global context. The course will pay specific attention to the cultural, social, environmental, and legal differences that affect international transactions and the development of collaborative partnerships.

Given the restrictions imposed by the global COVID-19 pandemic, students were unable to travel internationally. However, we partnered with several international companies allowing students the experience of solving challenges through consulting engagements.

Innovative One-Year MBA Courses and Faculty Win Awards

[Dr. Robert Sroufe](#), the Thomas J. and Marie C. Murrin Chair of Global Competitiveness in the Palumbo-Donahue School of Business has received the following awards for his innovative teaching within the One-Year MBA focusing on Sustainable Business Practices program.

- Academy of Management Organizations & Natural Environment (ONE) Division Best Book Award, 2022 for the book *The Power of Existing Buildings: Save Money, Improve Health, and Reduce Environmental Impacts*

- Responsible Research in Management Award, co-sponsored by the International Association for Chinese Management Research (IACMR) and the Community for Responsible Research in Business Management (RRBM), 2020. For the book *Integrated Management: How Sustainability Creates Value for Any Business*

Within the #1 Ranked in the U.S. One-Year MBA program, we use the book published by Emerald Press *Integrated Management* as one way to integrate information across business disciplines, and the live project consulting courses. This RRBM award-winning book has been recognized internationally. Additionally, the award-winning book published by Island Press, *The Power of Existing Buildings* is used in a fall Sustainability, Net Zero Energy Management System Design Competition.

Business School One-Year MBA Program Blessed by Pope Francis

January 21, 2022, [Pope Francis blesses the One-Year MBA program](#) at Duquesne University. His Holiness sends prayerful good wishes for the program's efforts to foster an integral education, aimed at promoting "a new way of thinking about human beings, life, society and our relationship with nature" (Laudato Si, 215) in the service of a more sustainable world.

Faculty Lead Idea Cafés

Over the span of 12 months, Dr. Sroufe developed and delivered content for seven Idea Cafes on the following topics: Foundations for Sustainability; Benchmarking and Best Practices for Sustainability Across Industries; Envisioning a Post-Pandemic World; Carbon Literacy; Climate Change Systems Dynamics; Multi-criterion Decision Analysis for Implementing Sustainability; and Sustainability Professionals and Their Networks (2021 and 2022).

Community Engaged Learning

Recognition from the University Community Engaged Teaching and Research (CETR) Center recognizes three sequential live project consulting courses. The Project I, II, and III Sustainability Consulting Courses are all designated as Community Engagement Courses demonstrating service learning and alignment with university mission as teams of MBAs work with multinational companies, small and medium enterprises, along with city governments and nongovernmental organizations each semester as part of core required courses within the One-Year MBA program.

Investing in Smart Building Infrastructure

Dr. Sroufe received the Presidential Scholarship Award, Duquesne University to facilitate high-performance buildings research and development of pedagogy. This award resulted in the book "[The Power of Existing Buildings](#)" by Island Press. This joint research effort with industry, alumni, students and faculty has evolved out of the annual Energy Management Systems Sustainability Design Competition in the MGMT724 fall course Strategic Sustainability and Models. The competition and book have culminated in multiple investments in the Business School as a Living Lab. We can now track and share building

performance data (energy, water, natural gas, and indoor air quality metrics of particulate matter, CO₂, total volatile organic compounds) in real time. This data is being shared for data analytics across courses and programs. We have also invested in building a dashboard that students can see when entering the buildings that displays multiple performance metrics of the business school.

Corporate Knights has consistently ranked the Duquesne University's One-Year MBA focusing on Sustainable Business Practices in the top 10 in the U.S. for preparing students to change the world.

Institute for Sustainable Business Innovation

The *Institute for Sustainable Business Innovation (ISBI)* embraces the School's fundamental pillars of excellence:

Pillar #1: Business Practice

The ISBI includes a flexible classroom for sustainability-related courses, a multi-purpose room for student-faculty project work, and display technologies to illustrate building performance. Experiential learning opportunities throughout the program encourage students to challenge assumptions and conventional thinking by:

- Learning how to integrate sustainability in all dimensions of business from top-ranked faculty
- Developing innovative solutions for organizations with hands-on consulting projects that integrate the triple bottom line
- Gaining a global perspective on sustainability with international study trips
- Advancing your career with resources that will prepare you for success. Our sustainability consulting project and practicum courses offer an unparalleled proving ground for solving complex, real-world problems related to the ethical management of financial, social, environmental and informational resources.

Pillar #2: Thought Leadership

By cultivating cross-functional faculty strengths, the Institute will magnify our reputation for scholarship and teaching excellence in all critical areas that hundreds of business schools endorsed in signing the six Principles for Responsible Management Education (PRME).

Pillar #3: Distinctive Education

The *mission* of the ISBI is to focus on the broader challenges that have risen to the top of C-Suite agendas, notably quantification of social and environmental assets and risks, analysis/dissemination of data for evidence-based decision-making, and leveraging sustainability for innovation and competitive advantage. We cultivate integrated management and cross-functional strengths focusing on materiality, applied learning and the dissemination of research.

All students in the One-Year MBA program complete three consulting engagements consisting of two projects and a practicum. Applying theory from across the curriculum, students help clients reduce costs, improve processes and enhance competitiveness. Students take on management challenges such as developing environmental profit and loss statements, calculating ecological footprints, creating revenue streams from waste, creating new product/service launch plans, analyzing global water scarcity risks, and reducing costs and footprint associated with greenhouse gases.

The Institute for Sustainable Business Innovation (ISBI) finds new impacts, indoor air quality, and value in existing buildings

Every building has the potential to change the world. Existing buildings consume approximately 40 percent of the energy and emit nearly half of the carbon dioxide in the US each year. We are finding that indoor air quality is up to four times better than outdoor air quality. In recognition of the significant contribution of buildings to climate change, the idea of building green has become increasingly popular. Few realize the value in existing buildings and how you can get to “zero energy” or low-energy consumption through deep energy retrofits.

Research by faculty, students, and alumni within our business school enable Rockwell Hall to be a living laboratory for data analytics and integrated management that includes and assesses the financial, environmental and social performance of investments to find integrated bottom line results. For every dollar invested in a building, we can now demonstrate the environmental and social benefits of the investment with no increase in costs while simultaneously reducing environmental impacts and improving indoor air quality. Existing buildings can and should have goals of zero energy and be retrofit to reduce environmental impacts that contribute to climate change, while simultaneously reducing operational costs, improving human health and productivity for building occupants.

PRINCIPLE 4 - Research

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

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Fitgerald, M. P., Donovan, K. R., Kees, J., & Kozup, J. (2019). How Confusion Impacts Product Labeling Perceptions. *Journal of Consumer Marketing*, 36 (2), 306-316.

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Shaharudin, M., Fermano, Y., Chappetta Jabbour, C., Sroufe, R. P., & Fairuz Jasmi, M. (2019). Past, Present, and Future Low Carbon Supply Chain Management: A Content Review Using Social Network Analysis. *Journal of Cleaner Production*, 218, 629 - 643.

Favreau, C., & Garvey, R. (2019). An Examination of Cross Market Arbitrage. *Journal of Applied Business and Economics*, 21 (3), 31-36.

Geylani, P., Kapelko, M., & Stefanou, S. E. (2019). Dynamic productivity change differences between global and non-global firms: a firm-level application to the U.S. food and beverage industries. *Operational Research*, 21 (2), 901-923.

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Drake, M. J. (2019). Teaching OR/MS with Cases: A Review and New Suggestions. *INFORMS Transactions on Education*, 19 (2), 57-66.

Polaski, A. M., Phelps, A. L., Kostek, M. C., Szucs, K. A., & Kolber, B. J. (2019). Exercise-induced hypoalgesia: A meta-analysis of exercise dosing for the treatment of chronic pain. *PLOS ONE*, 14 (1), 1-29.

Crumbley, D. L., Cheng, C., & Yurko, A. (2019). The Caterpillar Case: Effective Tax Planning or Scam? *Journal of Forensic & Investigative Accounting*, 11 (1), 138-153.

Liu, R. (2019). Forecasting Bond Risk Premia with Unspanned Macroeconomic Information. *Quarterly Journal of Finance*, 1 (9), 1-62.

Caglayan, M., Celiker, U., & Sonaer, G. (2018). Hedge fund vs. non-hedge fund institutional demand and the book-to-market effect. *Journal of Banking and Finance*, 92, 51-66.

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Nagle, B., Menk, K. B., & Rau, S. (2018). Which Accounting Program Characteristics Contribute to CPA Exam Success? A Study of Institutional Factors and Graduate Education. *Journal of Accounting Education*, 45, 20-31.

Yakovlev, P., & Orr, C. (2018). On the Road Again: Traffic Fatalities and Auto Insurance Minimums. *Public Sector Economics*, 41 (1), 45-65.

Sroufe, R. P. (2018). Management, Social Sustainability, Reputation, and Financial Performance Relationships: An Empirical Examination of U.S. Firms. *Organization & Environment*, 32 (3), 331-362.

Shrivastava, P., Zsolnai, L., Wasieleski, D., & Walker, T. (2018). Finance and Management in the Anthropocene. *Organization & Environment*, 32 (1), 26-40.

Bhattacharya, D., Hsu, S., Li, W., & Liu, C. (2018). A Combined Firm's Decision to Hire the Target's Financial Advisor After Acquisition: Does Service Excellence Pay Off? *Finance Research Letters*, 29, 297-302.

Raeshler, R. (2018). Economics Department Involvement in the AACSB Accreditation Process: Perceptions of Business College Deans. *Journal of Business, Economics and Technology (JBET)*, 21 (1), 55-63.

Yurko, A., & Cheng, C. (2018). The Preferential Tax Rate on Dividend Income: Economic Stimulus or Window Dressing. *Journal of Accounting and Finance*, 18 (7), 148-162.

Geiger, M., & Oranburg, S. C. (2018). Female entrepreneurs and equity crowdfunding in the US: Receiving less when asking for more. *Journal of Business Venturing Insights*, 10, e00099.

Articles in Proceedings

Joyce, E., Ozturk, P., & Pike, J. (2021). Social Capital in Online Temporary Organizations: Addressing Critical, Complex Tasks through Deliberation. *Hawaii International Conference on System Sciences*.

Wasieleski, D. (2021). Reconnecting the Human Chain. *International Association for Business and Society*.

Joyce, E., Ozturk, P., & Pike, J. (2021). Social Capital in Online Temporary Organizations: Addressing Critical, Complex Tasks through Deliberation. *Hawaii International Conference on System Sciences*.

Moore, K., & Craciun, G. (2021). Learning Styles in the Flipped Marketing Classroom. *Marketing Management Association Conference*.

Estrela, V. P., Sroufe, R. P., Razmjoooy, N., de Jesus, M., Andropoulos, N., M. Huacasi, D., Wilma, and A Peizoto (2021). Transmedia Ecosystems, Quality of Experience and Quality of Service in Fog Computing for Learning. *EDUCON2021 - IEEE Global Engineering Education Conference*.

Ozturk, P., & Hartzel, K. (2020). Business Analytics: Addressing the Real Skill Requirements of Employers. *EDSIGCon (Conference on Information Systems and Computing Education)*, 2473, 4901.

Sroufe, R. P., & Eckenrode, B. (2020). Using Building Science and Technology to Deliver Equitable Indoor Air Quality. *American Association for the Advancement of Sustainability in Higher Education*.

Sroufe, R. P., & Stevenson, C. (2020). Duquesne University's Sustainable MBA: Keeping Our Facilities & Our Students Ahead of the Pack. *American Association for the Advancement of Sustainability in Higher Education*.

Gopalakrishna-Ramani, V., Sroufe, R. P., & Kulangara, V. (2020). The Mediating Effects of Social Sustainability on Employee Engagement Practices and Economic Performance. *Southwest Decision Sciences Institute Conference*.

Gopalakrishna-Ramani, V., Sroufe, R. P., Kulangara, V., & Jackson, S. (2020). Impact of EMS on Firm Environmental, Operational, and Firm Performance and the Mediating Effect of Environmental Innovation. *Southwest Decision Sciences Institute Proceedings*.

Moore, K., Walker, D., & Girju, M. (2020). Snack Attack: What are Americans Snacking On? *American Marketing Association Winter Educators' Conference*.

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Craciun, G. (2020). Online Social Networks Disclosure: The Effect of Choice Defaults on Maximizers' Propensity to Share Personal Information. *AMA Winter Educators' Conference*.

Fullerton, S., McCall, M., & Dick, R. (2019). The Twelve Beneficiaries of Legalized Sports Betting: An Exploratory Assessment. *AMTP*.

Craciun, G., & Moore, K. (2019). Credibility of Negative Word-of-Mouth: Gender, Reputation, and Emotion Effects. *American Marketing Association Winter Educators' Conference*.

Craciun, G., & Moore, K. (2019). Personality and Fear of Missing Out as Predictors of Instagram Usage and Social Networking Addiction. *AMA Marketing and Public Policy Conference*.

Oranburg, S. C., & Geiger, M. (2019). Do female investors support female entrepreneurs? An empirical analysis of angel investor behavior. *Babson College Entrepreneurship Research Conference*.

Geiger, M., & Oranburg, S. C. (2019). Underrepresented groups and venture funding: An examination of funding raised through equity crowdfunding in the US. *Babson College Entrepreneurship Research Conference*.

Craciun, G., Zhou, W., & Shan, Z. (2019). No One Trusts Emotional Women? Measuring the Impact of Discrete Emotions on Review Helpfulness. *AMA Winter Educators' Conference*.

Sroufe, R. P., Golplasrishna-Ramani, V., Kulangara, J., & Jackson, S. (2019). 'Impact of ISO 14001 best practices on firm environmental, operational, and firm performance and the mediating effect of environmental innovation. *Southwest Decision Sciences Institute Conference*.

Bozan, K., & Berger, A. (2019). Revisiting the Technology Challenges and Proposing Enhancements in Ambient Assisted Living for the Elderly. *Hawaii International Conference on System Sciences*.

Bozan, K., Lyytinen, K., & Rose, G. (2019). Software Architecture Transition and Their Impact on the Software Organizations: A Comparative Field Study. *Special Interest Group on Systems Analysis & Design (SIGSAND) Symposium*.

Bin Afzal, M., Cravens, D., & Bozan, K. (2019). Key Challenges in Quantitative Research: Rationality, Consistency, and Application of Quantitative Measurement. In Section is Chaired by: Elizabeth Rasnick (Ed.) *Southeast Decision Sciences Institute Annual Conference*.

Sroufe, R. P., & Stevenson, C. (2018). Transforming Existing Buildings Into Modern, High-Performance Buildings. *Keystone Chapter of KAPPA*.

Sroufe, R. P., & Melnyk, S. (2018). Integrating Sustainability into Supply Chain & Operations Management Courses. *Decision Science Institute*.

Sroufe, R. P., & Gopalakrishna, V. (2018). The Mediating Effects of Social Sustainability on Employee Engagement Practices and Performance. *Academy of Management Annual Meetings*.

Hartzel, K., & Spangler, W. (2018). Managing IT Implementation Risk: A Model from High Reliability Organizations. *International Association of Computer Information Systems*.

Bozan, K., & Gewald, H. (2018). How can technology enhance elderly adherence to self-managed treatment plan? *Information and Communication Technologies Conference*.

Geiger, M., & Geiger, M. (2018). Gender, justice, and trust in supervisor: A moderated-mediation model predicting OCB. *Academy of Management*.

Sroufe, R. P., & Stevenson, C. (2018). Transforming Existing, Iconic, Landmark Buildings into Modern, High-Performance Buildings. *Association for the Advancement of Sustainability in Higher Education*.

Sroufe, R. P., Gopalakrishna-Ramani, v., Kulangara, H., & Jackson, S. (2018). Impact of ISO 14001 best practices on firm environmental, operational, and social performance and the mediating effect of environmental innovation in healthcare and manufacturing organizations. *Decision Science Institute*.

Books, Monographs, Compilations, Manuals

Wasieleski, D., & Weber, J. (Ed.). (2021). *Business and Society 360: Social Entrepreneurship*.

Pirson, M., Wasieleski, D., & Steckler, E. (Ed.). (2021). *Alternative Theories of the Firm*.

Weber, J., & Wasieleski, D. M. (Ed.). (2019). *Business & Society 360: Sustainability*.

Wasieleski, D., & Weber, J. (Ed.). (2019). *Business and Society 360: Business Ethics*.

Chapters, Cases, Readings, Supplements

Sroufe, R. P., & Carter, C. (2020). Revitalize the Global Partnership for Sustainable Development through Community Engagement. *Encyclopedia of the UN Sustainable Development Goals*. Springer.

Kane, A. A., & Rink, F. (2020). Personnel movement as a mechanism for learning in organizations and teams. In Linda Argote, John M. Levine (Ed.), *The Oxford Handbook of Group and Organizational Learning*. New York: Oxford University Press.

Fairbank, J., Morris, B., & Spangler, W. (2020). Educating Business Students For The Age Of Intelligent Machines: A Framework For On-Line Ai-Enabled Learning. *Management and Business Education in the time of Artificial Intelligence*. Charlotte, NC: Information Age Publishing.

Bozan, K., Lyytinen, K., & Rose, G. M. (2020). Software Architecture and Outsourcing Governance: Raising Thoroughbreds Versus Cultivating Schools of Goldfish. In Hirschheim R., Heinzl A., Dibbern J. (Ed.), *Information Systems Outsourcing* (pp. 23-41). Springer.

Sroufe, R. P., & Melnyk, S. (2019). The Critical Relationship: Sustainability and Performance Measurement Management. In Edited by Joseph Sarkis (Ed.), *Handbook on Sustainable Supply Chain* (pp. 20). Edward Elgar.

Sroufe, R. P., & Jernegan, L. (2019). Making the Intangible Tangible – Integrated Management & the Social Cost of Carbon. In Wasieleski, D. and Weber, J (Eds.), *Business and Society 360, Volume 4: Sustainability*. Emerald Group Publishing.

Bozan, K., & Mooney, D. (2019). Older Adults' Empowerment Through Training and Support and its Implication on Proactive Self-Monitoring, Patient Engagement, and Connected Health. *Delivering Superior Health and Wellness Management with IoT and Analytics*. Springer.

Bozan, K., Parker, K., & Davey, B. (2019). Patient Portal Acceptance by the Elderly: Explained by the Elaboration Likelihood Model and Social Heuristics. In Nilmini Wickramasinghe (Ed.), *Handbook of Research on Optimizing Healthcare Management Techniques*. IGI Global.

Lochi, H. (2019). Communications Requirements, Video Streaming, Communication Links and Networked Unmanned Aerial Vehicles (UAVs). In Edited by Vania V. Estrela, Jude Hemanth & Osamu Saotome (Eds.), *Imagining and Sensing for Unmanned Aerial Vehicle: Deployment Applications*. Institution for Engineering and Technology.

Dembek, K., & Sivasubramaniam, N. (2019). Examining Base of the Pyramid (BoP) Venture Success through a Mutual Value Lens. In Robert Grosse & Klaus Meyer (Eds.), *Oxford Handbook on Management in Emerging Markets* (pp. 240-266). Oxford University Press.

Weber, J. (2019). Managing Public Issues and Stakeholder Relations. *Business and Society*. McGraw-Hill/Irwin.

Weber, J. (2019). Corporate Social Responsibility and Citizenship. *Business and Society*. McGraw-Hill/Irwin.

Weber, J. (2019). Ethics and Ethical Reasoning. *Business and Society*. McGraw-Hill/Irwin.

Weber, J. (2019). Organizational Ethics. *Business and Society*. McGraw-Hill/Irwin.

Weber, J. (2019). Business-Government Relations. *Business and Society*. McGraw-Hill/Irwin.

Weber, J. (2019). Influencing the Political Environment. *Business and Society*. McGraw-Hill/Irwin.

Weber, J. (2019). The Role of Technology. *Business and Society*. McGraw-Hill/Irwin.

Weber, J. (2019). Regulating and Managing Technology. *Business and Society*. McGraw-Hill/Irwin.

Weber, J. (2019). Managing the Public and the Corporate Reputation. *Business and Society*. McGraw-Hill/Irwin.

Krivacek, S. (2019). Making the Case for Global Outsourcing. *Handbook of Research on Entrepreneurship, Innovation, and Internalization* (pp. 611-632). Unknown.

Sroufe, R. P. (2018). UPMC at The Nexus of Machines and Human Sustainability. In Sustainable Pittsburgh (Ed.), *Sustainable Pittsburgh Kendall Simon Sustainable Business Case Series*. Sustainable Pittsburgh.

Sroufe, R. P. (2018). FedEx Ground - Sustainable Supply Chain Management. In Sustainable Pittsburgh (Ed.), *Sustainable Pittsburgh Kendall Simon Sustainable Business Case Series*. Sustainable Pittsburgh.

Raeshler, R. (2018). Challenges and Possible Solutions in Minority Student Recruitment in Honors Programs at Rural Colleges and Universities. *Diversity, Equity, and Inclusion in Honors Education* (pp. 88-101). Tyne, UK: Cambridge Scholars Publishing.

Grants

Gift

2019-2020: Migliuolo, M. e-Fest 2020 Schulze Entrepreneurship School Development Grant, Principal Investigator, Richard M. Schultze Family Foundation.

Non-competitive

2019-2020: Davies, A. Economic Effects of Estate Tax Policy Changes, Principal Investigator, American Business Defense Foundation.

2018-2019: Yakovlev, P. Protectionism Will Not Improve National Security, Principal Investigator, National Taxpayers Union Foundation.

2018-2019: Sroufe, R. P. Sustainable Pittsburgh Kendall Simon Sustainable Business Case Series, Principal Investigator, Sustainable Pittsburgh.

Program evaluation

2020-2021: Phelps, A. L. Police Training Inside-Out (PTI-O) Evaluation, Co-Principal Investigator, The Hillman Foundation.

Research

2020-2021: Yurko, A. SOBA Summer Research Grant, Principal Investigator, SOBA.

2020-2021: Sroufe, R. P. Blueprint Robotics + Auros Group Research Campaign, Principal Investigator, Blueprint Robotics. \$11.500 as the PI and \$5k for a graduate assistant.

X Custom R&D Grant for Blueprint Robotics + Auros Group Research Campaign

X Preparation Guide content development, writing with Research Assistant support

X Delivery 3-Part execution of 5DW research campaign

2020-2021 [Year 1 of 3]: Paletz, S. & Porter, A., Human-Agent Teaming on Intelligence Tasks, Collaborator, Army Research Office. Aimee Kane is serving as a consultant and intellectual contributor involved in the theoretical framework, experimental paradigm development, study design, and dissemination.

2019-2020: Yurko, A. Wojeski Summer Research Grant, Principal Investigator, Wojeski Accounting Scholarship.

2018-2019: Craciun, G. 2019 SOBA Summer Research Grant, Principal Investigator, Palumbo-Donahue School of Business, Duquesne University. How a maximizing mindset influences online consumer decisions to disclose private information on social media platforms. Methodology: web-based experiments.

2018-2019: Zhou, W. SOBA Summer Research Grant, Principal Investigator, Duquesne Palumbo-Donahue School of Business.

Teaching

2019-2020: Gianiodis, P. T. Duquesne University Entrepreneurship education, Co-Principal Investigator, Richard M. Schultze Family Foundation.

Submission Window is Feb 14 - Mar 8

Finalists Announced Mar 25

Rules & Info: <https://eix.org/e-fest-guide>

Live Finals Apr 23-25 in Minneapolis

2019-2020: Gianiodis, P. T. Duquesne University Entrepreneurship education, Co-Investigator, Richard M. Schultze Family Foundation.

Submission Window is Feb 14 - Mar 8

Finalists Announced Mar 25

Rules & Info: <https://eix.org/e-fest-guide>

Live Finals Apr 23-25 in Minneapolis

2019-2020: Davies, A. Government and economics high school education grant, Principal Investigator, Foundation for Economic Education.

Travel

2019-2020: Yurko, A. LSU Fraud Conference Invited Presenter, Co-Principal Investigator, Louisiana State University.

Paper Presentations

Craciun, G., Zhou, W., & Chen, H. (2020-2021). *Is your review cool and funny? Gender moderation effects in online reviews*. 2021 eWOM Research Virtual Symposium, NA, United Kingdom.

Gao, X., Li, B., & Liu, R. (2020-2021). *The Relative Pricing of Brent and WTI Crude Oil Futures: Expectations or Risk Premia*. Commodity and Energy Markets Association Annual Meeting, Virtual, Virtual.

Geiger, M. & Moore, K. (2020-2021). *Attracting the crowd in online fundraising: A meta-analytic structural equation modeling analysis*. Interactive Marketing Research Conference (hosted by Fordham University - Gabelli School of Business), Virtual, Virtual.

Gianiodis, P. T. & Turner, T. (2020-2021). *New Service Launch and Organizational Fit: Evidence for the Healthcare Industry*. Competitive Dynamics Conference, Helsinki, Finland.

Moore, K. & Craciun, G. (2020-2021). *Learning Styles in the Flipped Marketing Classroom*. Marketing Management Association Conference, Virtual, Virtual.

Waddock, S., Wasieleski, D., & Gianiodis, P. (2020-2021). *Stepping into the Void: Thinking and doing system transformation in the age of the Anthropocene*. International Association for Business and Society, Brussels, Belgium.

Wasieleski, D., Waddock, S., & Dentchev, N. (2020-2021). *Reconnecting the Human Chain and Integrating Humans with Nature*. International Association for Business and Society, Brussels, Virtual.

Yurko, A. & Camp, J. (2020-2021). *Religion versus Politics: Can organization circumvent the U.S. tax code as a political cult?* AAA - American Taxation Association Midyear Meeting, Fort Worth, Texas.

Bozan, K. & Stoner, C. (2020-2021). *Growth mindset in the classroom: an intervention study during the COVID-19 pandemic*. 2021 Mentoring Conference, Albuquerque, New Mexico.

- Cheng, C., Eagan, J. T., & Yurko, A. (2020-2021). *ChicagoLand Popcorn® - Examining Online Retailer Nexus Following Wayfair Using Data Visualization and Robotics Process Automation*. AAA - American Taxation Association Midyear Meeting, Virtual, Virtual.
- Drake, M. & Neitlich, S. (2020-2021, May). *Exploring the Disconnect between Customer Buying Behavior and Distribution for Adult Collectible Action Figures*. Production and Operations Management Society (POMS) Annual Conference, N/A, Virtual.
- Drake, M. (2020-2021, May). *Strategies for Using Cases in the Operations Research/Management Science Classroom*. Production and Operations Management Society (POMS) Annual Conference, N/A, Virtual.
- Atkins, R. & Favreau, C. (2020-2021). *Long Term and Short Term Stock Market Reactions to Plant Closings and Layoffs*. Decision Sciences Institute (DSI) Annual Meeting, Pittsburgh, Virtual.
- Dillon, P. J. (2020-2021). *Humanistic psychology: A normative framework for experiencing work*. Academy of Management Annual Meetings, Virtual, Virtual.
- Doshi, H., Jacobs, K., & Liu, R. (2020-2021). *Modeling Volatility in Dynamic Term Structure Models*. Northern Finance Association (NFA) Annual Conference, Virtual, Virtual.
- Doshi, H., Jacobs, K., & Liu, R. (2020-2021). *Modeling Volatility in Dynamic Term Structure Models*. Canadian Derivatives Institute (CDI) Conference on Derivatives, Virtual, Virtual.
- Espina, M. & Gianiodis, P. T. (2020-2021). *Broadening entrepreneurial diversity: Seeing people, contexts, and mission*. Academy of Management Annual Meetings, Vancouver, Canada-British Columbia.
- Kane, A. A. (2020-2021). *Collaborating remotely in the Era of COVID-19*. Invited presentation at Duquesne University Palumbo Donahue School of Business Videos, Pittsburgh, Pennsylvania.
- Posnar, M., Dasmohapatra, S., Hoerl, R., Hockmann, K., Phelps, A., George Recck, Babson (2020-2021). *Best Practices for Preparing Students for a Career in Business Analytics/Data Science*. Joint Statistical Meetings, Philadelphia (virtual), Pennsylvania.
- Sroufe, R. P. & Eckenrode, B. (2020-2021). *Using Building Science and Technology to Deliver Equitable Indoor Air Quality*. American Association for the Advancement of Sustainability in Higher Education, Pittsburgh, Virtual.
- Goplakrishna-Ramani, V., Kulangara, H., Sroufe, R. P., & Jackson, S. (2020-2021). *Impact of EMS on Firm Environmental, Operational, and Firm Performance and the Mediating Effect of Environmental Innovation*. Southwest Decision Sciences Institute Conference, San Antonio, Texas.

Goplakrishna-Ramani, V., Sroufe, R. P., & Kulangara, H. (2020-2021). *The Mediating Effects of Social Sustainability on Employee Engagement Practices and Economic Performance*. Southwest Decision Sciences Institute Conference, San Antonio, Texas.

Kane, A. A. (2020-2021). *Structuring Remote Teamwork for Student Engagement*. Invited presentation at Duquesne Educational Technology Professional Development Series, Pittsburgh, Pennsylvania.

Kollar, R. (2020-2021). *Interview with Susan Cosper, Member, Financial Accounting Standards Board*. 2020 Accounting CPE Conference, Pittsburgh, Pennsylvania.

Prestopnik, M., Kane, A. A., Manspeaker, S., Newara, E., & Canning, A. (2020-2021). *Using Voice-Thread for Student Engagement*. Invited presentation at Duquesne Educational Technology Professional Development Series, Pittsburgh, Pennsylvania.

Drake, M. (2020-2021, November). *Creating a Brick Empire through Data Visualization and Analytics*. Decision Sciences Institute (DSI) Annual Meeting, N/A, Virtual.

Wilson, J. & Drake, M. (2020-2021, November). *Published and Publishable Material for the OR/MS/Analytics Classroom*. Invited presentation at INFORMS Annual Meeting, N/A, Virtual.

Kane, A. A., Van Swol, L., Boyd, R., Keyton, J., & Mathieu, J. (2020-2021, October). *Natural language and groups: Perspectives from communications, computer science, psychology, and organizational behavior*. Interdisciplinary Network for Group Research (INGroup), Whova.com, Virtual.

Geylani, P. & Stefanou, S. E. (2020-2021, June). *Productivity Growth and Efficiency Analysis: Exporters and Firm-level Characteristics*. North American Productivity Workshop XI, Coral Gables, Florida.

Gianiodis, P. T., Muhammed, M., & Chen, W. (2019-2020). *Venute scaling in depressed urban environments: Evidence from the Hill district*. Sustainability, Ethics, and Entrepreneurship Conference, San Juan, Puerto Rico.

Gianiodis, P. T. & Meek, B. (2019-2020). *Testing the legacy of a firm's sustainability mission post acquisition: Evidence from socially responsible investing*. Sustainability, Ethics, and Entrepreneurship Conference, San Juan, Puerto Rico.

Sivasubramaniam, N. (2019-2020). *A framework for conceptualizing leadership at different levels: Agents, levels of analysis & relational determinants*. Indian Academy of Management, Trichy, India.

Cheng, C., Sapkota, P., & Yurko, A. (2019-2020). *A Case Study of Effective Tax Rates Using Data Analytics*. American Taxation Association, Mid-Year Meeting, Fort Worth, Texas.

Cheng, C., Eagan, J., & Yurko, A. (2019-2020). *Chicagoland Popcorn® - Online Retailer Nexus Following Wayfair using Robotics Process Automation and Data Analytics*. ATA Teaching and Curriculum Conference, Fort Worth, Texas.

Doshi, H., Jacobs, K., & Liu, R. (2019-2020). *Information in the Term Structure: A Forecasting Perspective*. Midwest Finance Association Annual Conference, Virtual, Virtual.

Kane, A. A. (2019-2020). *Facilitating receptivity to newcomers' knowledge: Actionable practices*. Invited presentation at Organizations and Entrepreneurship Speaker Series, Katz Graduate School of Business, University of Pittsburgh, Pittsburgh, Pennsylvania.

Kane, A. A. (2019-2020). *Facilitating receptivity to newcomers' knowledge: Actionable practices*. Invited presentation at FORS Research Colloquium Series, School of Nursing, Duquesne University, Pittsburgh, Pennsylvania.

Argote, L., Kane, A. A., & Levine, J. M. (2019-2020). *Fostering Superordinate Identity and Knowledge Transfer: Group Symbols and Rewards*. Interdisciplinary Network for Group Research (INGRoup), Lisbon, Portugal.

Atkins, R. & Sener, A. (2019-2020). *A simulation for managing retail inventory using RFID and bar code technology*. Decision Sciences Institute (DSI) Annual Meeting, New Orleans, Louisiana.

Atkins, R. & Drake, M. (2019-2020). *An Inquiry-Based Learning Exercise for Teaching Inventory Management*. Decision Sciences Institute (DSI) Annual Meeting, New Orleans, Louisiana.

Atkins, R. D. & Drake, M. J. (2019-2020). *An Inquiry-Based Learning Exercise for Teaching Inventory Management*. Council of Supply Chain Management Professionals Academic Research Symposium, Anaheim, California.

Atkins, R., Gianiodis, P., & Tworoger, T. (2019-2020). *Sola Salon Studios: Managing the challenges of growth in the sharing economy*. Decision Sciences Institute (DSI) Annual Meeting, New Orleans, Louisiana.

Bhattacharya, D. & Li, W. (2019-2020). *Wealth Effects in M&A Deals: Reallocation of Physical vs. Intangible Assets*. Pacific Basin Finance Journal, Taipei, Taiwan.

Bhattacharya, D., Chang, C., & Li, W. (2019-2020). *Stages of Firm Life Cycle, Transition and Dividend Policy*. 2019 Taiwan Finance Association Annual Meeting, Taipei, Taiwan, Taipei, Taiwan.

Dick, R., Ronkratz, K., & Schwarz, E. (2019-2020). *A Historical Study of Measuring the Effectiveness of the NBA Marketing Techniques Used to Increase Home Game Attendance for the 2018-2019 Season*. Sport Marketing Association, Chicago, Illinois.

- Dillon, P. J., Walsh, I. J., & Manz, C. C. (2019-2020). *Mean Girls: How CSR Enhances Organizational Identification Through Social Creativity*. Academy of Management Annual Meetings, Boston, Massachusetts.
- Drake, M. & Atkins, R. (2019-2020). *An inquiry-based, partial information exercise for teaching inventory management*. Decision Sciences Institute (DSI) Annual Meeting, New Orleans, Louisiana.
- Drake, M., Eboch, K., Pittman, P., Prud'Homme, A., Stoll, R., Matt Talbert (ASCM) (2019-2020). *Opportunities for Academics to Engage with ASCM*. Decision Sciences Institute (DSI) Annual Meeting, New Orleans, Louisiana.
- Espina, M. & Gianiodis, P. (2019-2020). *Impact, sustainable, social and environmental entrepreneurship*. Academy of Management Annual Meetings, Boston, Massachusetts.
- Favreau, C. & Garvey, R. (2019-2020). *Locked and Crossed Quotations in Modern U.S. Equity Markets*. Financial Management Association (FMA) Annual Conference, New Orleans, Louisiana.
- Geiger, M. & Lee, J. (2019-2020). *HR Outsourcing in the US: Reducing Employment Transaction Costs in Small Firms*. Academy of Management Annual Meetings, Boston, Massachusetts.
- Gianiodis, P. T., Turner, T., & Giunta, G. (2019-2020). *The locus of innovation and entrepreneurship on university campuses: (How) does it matter?* Technology Transfer Society, Toronto, Canada.
- Gianiodis, P. T. & Atkins, R. (2019-2020). *The five things a business must get right in the sharing economy*. Decision Sciences Institute Annual Meeting, New Orleans, Louisiana.
- Gianiodis, P. T., Atkins, R., & Twooroger, T. (2019-2020). *Sola Salon Studios: managing the challenges of growth in the sharing economy*. Decision Sciences Institute Annual Meeting, New Orleans, Louisiana.
- Goplakrishna-Ramani, V., Kulangara, H., Sroufe, R. P., & Jackson, S. (2019-2020). *Impact of ISO 14001 Best Practices on Environmental, Operational, & Firm Performance*. Decision Sciences Institute, New Orleans, Louisiana.
- Johnson, D., Harrison, R., Bock, A., & Gianiodis, P. (2019-2020). *Culture, context and cognition at the university-industry boundary: A study of three entrepreneurial ecosystems*. Technology Transfer Society, Toronto, Canada.
- Kane, A. A. (2019-2020). *Language use in groups: An input-process-output model*. Invited presentation at Connecting Innovation and Creativity Seminar, Faculty of Economics and Business, University of Groningen, Groningen, Netherlands.

- Kane, A. A. (2019-2020). *Language use in groups: An input-process-output model*. Invited presentation at Interdisciplinary Center for Organizational Architecture/ Organization, Strategy and Accounting Seminar, School of Business and Social Science, Aarhus University, Aarhus, Denmark.
- Kane, A. A. (2019-2020). *Are emotional displays more contagious from a peer or a manager*. Invited presentation at 25th Reunion Organizational Behavior Conference at the Wharton School of the University of Pennsylvania, Philadelphia, Pennsylvania.
- Kane, A. A., Argote, L., & Levine, J. M. (2019-2020). *Fostering Superordinate Identity and Knowledge Transfer: Group Symbols and Rewards*. Conference in Honor of James G. March, Pittsburgh, Pennsylvania.
- Opoku-Dakwa, A. (2019-2020). *Corporate Social Responsibility and Work: Frameworks for Employee Agency*. Academy of Management Annual Meetings, Boston, Massachusetts.
- Ozturk, P. (2019-2020). *Improving Crowdsourcing Creativity: The Impact of Crowdsourcing Technology Architecture and Task Knowledge-intensity*. Collective Intelligence, Pittsburgh, Pennsylvania.
- Phelps, A. L., McGee, M., Hicks, J., Anderson, J., & Aakre, J. (2019-2020). *Cheating Lessons: Learning from Academic Dishonesty*. Joint Statistical Meetings, Denver, Colorado.
- Sroufe, R. P. & Stevenson, C. (2019-2020). *Transforming Existing, Iconic, Landmark Buildings Into Modern, High-Performance Buildings*. American Association for the Advancement of Sustainability in Higher Education, Pittsburgh, Pennsylvania.
- Sroufe, R. P. (2019-2020). *Why and How to Integrate Business Schools & Performance Measurement: Evolving Opportunities for Sustainability in Management Education (SiME)*. Invited presentation at Academy of Management, Boston, Massachusetts.
- Sroufe, R. P. & Melnyk, S. (2019-2020). *Integration of Sustainability into Operations & Supply Chain Management Courses*. Decision Sciences Institute, New Orleans, Louisiana.
- Guskey, A. (2019-2020). *Providing More than Knowledge: Project-Based Learning that Develops Professional Skills and Satisfies Learning Outcomes*. NABET, State College, Pennsylvania.
- Kane, A. A. (2019-2020). *Facilitating receptivity to newcomers' knowledge: Actionable practices for organizational designer and newcomers*. Invited presentation at the West Interpersonal Perception Lab, Department of Psychology, New York University, New York, New York.
- Kollar, R. (2019-2020). *Interview with Susan Cosper, Member, Financial Accounting Standards Board*. 2019 Accounting CPE Conference, Pittsburgh, Pennsylvania.

Sivasubramaniam, N., Muthuswamy, S., Ramaswamy, A., & Kothari, T. (2019-2020, August). *Building & strengthening research partnerships in India*. Academy of Management, Boston, Massachusetts.

Atkins, R. D. & Drake, M. J. (2018-2019). *An Inquiry-Based Learning Exercise for Teaching Inventory Management*. Production and Operations Management Society (POMS) Annual Conference, Washington, District of Columbia.

Cheng, C., Sapkota, P., & Yurko, A. (2018-2019). *An Empirical Examination of Corporate Effective Tax Rates Using Data Analytics: Evaluation of Firm-Level and Industry-Level ETR Trends*. AAA - American Taxation Association Midyear Meeting, Washington, District of Columbia.

Geiger, M. & Oranburg, S. C. (2018-2019). *Underrepresented groups and venture funding: An examination of funding raised through equity crowdfunding in the US*. Babson College Entrepreneurship Research Conference, Wellesley, Massachusetts.

Gianiodis, P. T. & Chen, W. (2018-2019). *Urban grand challenge: Scaling entrepreneurial ventures in the hill District of Pittsburgh*. Johns Hopkins Symposium on Free Market Solutions to Urban Grand Challenges, Baltimore, Maryland.

Gianiodis, P. T. & Wasieleski, D. (2018-2019). *Discovering Moral Opportunities: Exploring Moral Imagination in Entrepreneurship*. Sustainability, Ethics, and Entrepreneurship Conference, Miami, Florida.

Gianiodis, P. T., Brown, J., & Santoro, M. (2018-2019). *A stakeholder perspective of co-opetition: Lessons for sustainability in the co-creation of value*. Sustainability, Ethics, and Entrepreneurship Conference, Miami, Florida.

Johnson, D., Gianiodis, P. T., & Bock, A. (2018-2019). *Not in my job description: Academic research contracting as positive entrepreneurial deviance*. Babson College Entrepreneurship Research Conference, Boston, Massachusetts.

Oranburg, S. C. & Geiger, M. (2018-2019). *Do female investors support female entrepreneurs? An empirical analysis of angel investor behavior*. Babson College Entrepreneurship Research Conference, Wellesley, Massachusetts.

Weber, J. (2018-2019). *Breaking Boundaries and Forging a Circle of Trust: Co-Creating a Vision for IABS 2050*. International Association of Business & Society (IABS), San Diego, California.

Yurko, A. (2018-2019). *Consulting and Expert Witnessing in the Taxation Area*. AAA Forensic Accounting Section Midyear Meeting, St. Louis, Missouri.

- Yurko, A. (2018-2019). *Presentations for any size classroom: Using rulings and regulations to develop students' research and oral communication skills*. ATA Teaching and Curriculum Conference, Washington, District of Columbia.
- Yurko, A., Cheng, C., & Morris, M. (2018-2019). *The Marriage Tax Penalty and Johnson v. U.S.: Time for a New Challenge*. AAA Journal of Legal Tax Research Conference, Virtual, Virtual.
- Doshi, H., Jacobs, K., & Liu, R. (2018-2019). *Information in the Term Structure: A Forecasting Perspective*. Southwestern Finance Association, Houston, Texas.
- Gianiodis, P. & Wasieleski, D. (2018-2019). *Discovering Moral Opportunities: Exploring Moral Imagination in Entrepreneurship*. Sustainability, Ethics, and Entrepreneurship Conference, Miami, Florida.
- Nagle, B. (2018-2019). *Does Experience Mitigate the Effect of Negative Evidence When Making a Going Concern Decision?* Academy of Business Research, New Orleans, Louisiana.
- Wasieleski, D., Steckler, E., & Leigh, J. (2018-2019). *The Business School for a Sustainable World: A Hackathon for New Perspectives on Business Education*. Sustainability, Ethics, and Entrepreneurship, Miami, Florida.
- Zhou, W. (2018-2019). *Can You Trust A Mad Woman*. Invited presentation at Facebook Computational Social Science Seminar, San Jose, California.
- Caglayan, M., Celiker, U., & Sonaer, G. (2018-2019). *Industry Herding By Hedge Funds*. Eastern Finance Association, Miami, Florida.
- Yurko, A. (2018-2019). *Marriage or Money: New Evidence of the Disproportionate Influence of the Dual-Earner Marriage Tax Penalty*. American Accounting Association Mid-Atlantic Region, Pittsburgh, Pennsylvania.
- Yurko, A. (2018-2019). *An Empirical Examination of Corporate Effective Tax Rates using Data Analytics: Evaluation of Firm-Level and Industry-Level ETR Trends*. American Accounting Association Mid-Atlantic Region, Pittsburgh, Pennsylvania.
- Yurko, A. (2018-2019). *Financial Statement Comparison Project*. Mid-Atlantic Region American Accounting Association, Pittsburgh, Pennsylvania.
- Williams, V. & Kollar, R. I. (2018-2019). *Data Analytics - Tools and Techniques integrated into Accounting Curriculum*. Invited presentation at PICPA, Hershey, Pennsylvania.
- Bhattacharya, D., Kao, Y., & Li, W. (2018-2019). *Industry Experience of Board, CEO, and Acquisition Performance*. 2018 New Zealand Finance Meeting, Queenstown, New Zealand.

Bhattacharya, D., Hsu, S., Li, W., & Liu, C. (2018-2019). *A Combined Firm's Decision to Hire the Target's Financial Advisor after Acquisition: Does It Pay to be Loyal?* 2018 Taiwan Finance Association Annual Meeting, Taipei, Taiwan.

Ettlie, J., Murthy, R., & Gianiodis, P. T. (2018-2019). *Open ambidexterity: M&A versus crowdsourcing strategies*. JPIM Research Forum, Chicago, Illinois.

Garvey, R., Huang, T., & Wu, F. (2018-2019). *Is Faster or Slower Trading Better? An Examination of Order Type Execution Speed and Cost*. Financial Management Association (FMA) Annual Conference, San Diego, California.

Geiger, M. & Geiger, M. (2018-2019). *Gender, justice, and trust in supervisor: A moderated mediation model predicting OCB*. Academy of Management, Chicago, Illinois.

Joshi, M., Dillon, P. J., Anand, V., Pearce, C. L., & Manz, C. C. (2018-2019). *The role of values congruence and emotional agency in newcomers' socialization into corruption*. Academy of Management Annual Meetings, Chicago, Illinois.

Kuchmaner, C. A., Wiggins, J., & Grimm, P. E. (2018-2019). *"My Brand" Behaved Badly: Psychological Ownership and Consumer Responsibility For Helping Brands Recover From Transgressions*. Association of Consumer Research, Dallas, Texas.

Phelps, A. L., Wood, B., Eakin, M., Stephens, M., & Recck, G. (2018-2019). *GAISEing into Introductory Service Courses in Light of Analytics/Data Science*. Joint Statistical Meetings, Vancouver, Canada.

Sener, A., Barut, M., & Yildirim, M. B. (2018-2019). *Antecedents for supplier performance in Airline Industry: A Bayesian Approach*. Decision Sciences Institute Annual Meeting, Chicago, Illinois.

Sroufe, R. P. & Stevenson, C. (2018-2019). *Transforming Existing, Iconic, Landmark Buildings Into Modern, High-Performance Buildings*. American Association for the Advancement of Sustainability in Higher Education, Pittsburgh, Pennsylvania.

Sroufe, R. P. & Gopalakrishna, V. (2018-2019). *The Mediating Effects of Social Sustainability on Employee Engagement Practices and Performance*. Academy of Management Annual Meetings, Chicago, Illinois.

Sroufe, R. P., Gopalakrishna-Ramani, V., Kulangara, H., & Jackson, S. (2018-2019). *'Impact of ISO 14001 best practices on firm environmental, operational, and social performance and the mediating effect of environmental innovation in healthcare and manufacturing organizations*. Decision Science Institute, Chicago, Illinois.

- Van Swol, L. & Kane, A. A. (2018-2019). *Language and group processes: An integrative, interdisciplinary review*. Interdisciplinary Network for Group Research (INGRoup), Washington, District of Columbia.
- Wasieleski, D. (2018-2019). *Centers for Business Ethics & Responsible Leadership, Humanistic Management, 21st Century Impact*. Academy of Management Annual Meetings, Chicago, Illinois.
- Weber, J. (2018-2019). *Thinking Big to Improve Lives: How SIM Pioneers Influenced their Students to Improve Others' Lives*. Academy of Management: Social Issues in Management Division, Chicago, Illinois.
- Zhou, W., Cracium, G., & Shan, Z. (2018-2019). *No One Trusts Emotional Women? Measuring the Impact of Discrete Emotions on Review Helpfulness*. Invited presentation at International Symposium on Security and Privacy in Social Networks and Big Data, Santa Clara, California.
- Zhou, W., Shan, Z., & Cracium, G. (2018-2019). *No One Trusts Emotional Women? Measuring the Impact of Discrete Emotions on Review Helpfulness*. International Conference on Information Systems Pre-Workshop: Workshop on E-business (Web), Santa Clara, California.
- Zhou, W., Shan, Z., & Craciun, G. (2018-2019). *No One Trusts Emotional Women? Measuring the Impact of Discrete Emotions on Review Helpfulness*. The Seventeenth Workshop on e-Business (WeB 2018), Santa Clara, California.
- Dick, N., Ciletti, D., & Dick, R. (2018-2019). *Developing Reciprocal Partnerships Through Community Engaged Services Learning*. NABET, State College, Pennsylvania.
- Guskey, A. (2018-2019). *Diary of a Senior Marketing Professor*. Northeastern Association of Business, Economics, and Technology (NABET), State College, Pennsylvania.
- Kane, A. A. (2018-2019). *Language use in interacting groups and team*. Invited presentation at Organizational Behavior and Theory Seminar Series at the Tepper School of Business at Carnegie Mellon University, Pittsburgh, Pennsylvania.
- Sroufe, R. P. & Stevenson, C. (2018-2019). *Transforming Existing, Buildings Into Modern, High-Performance Buildings*. Keystone Chapter of KAPPA, Cranberry, Pennsylvania.
- Sroufe, R. P., Goplakrishna-Ramani, V., Kulangara, H., & Jackson, S. (2018-2019). *Impact of ISO 14001 best practices on firm environmental, operational, and firm performance and the mediating effect of environmental innovation*. Southwest Decision Sciences Institute Conference, Houston, Texas.
- Kane, A. A. (2018-2019). *Navigating the workplace to become an agent for change*. Invited presentation at Invited presentation at the annual holiday meeting of the Three Rivers

Association for Professionals in Infection Control and Epidemiology (TRAPIC), Pittsburgh, Pennsylvania.

Kane, A. A. (2018-2019). *Working across boundaries*. Invited presentation at Healthcare Businesswomen's Association Event, Pittsburgh, Pennsylvania.

Williams, V. I. (2018-2019). *Mentorship*. Invited presentation at PICPA, Pittsburgh, Pennsylvania.

Gianiodis, P. T., Espina, M., & Markman, G. (2018-2019, September). *The entrepreneur-investor-venture (EIV) nexus: What factors influence the decision to fund a new venture?* Strategic Management Society Conference, Paris, France.

Siquiera, A., Sivasubramaniam, N., & Gianiodis, P. T. (2018-2019, September). *Incorporating Social Responsibility into Strategic Management*. Strategic Management Society Conference, Paris, France.

Espina, M., Dean, T., Gianiodis, P. T., & Guerber, A. (2018-2019, August). *Social Impact through Entrepreneurial Actions*. Academy of Management Annual Meetings, Chicago, Illinois.

Sivasubramaniam, N., Muthuswamy, S., Ramaswamy, A., & Kothari, T. (2018-2019, August). *Building & strengthening research partnerships in India*. Academy of Management, Chicago, Illinois.

PRINCIPLE 5 - Partnership

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.



The Safety Company

MSA Becomes Silver Sponsor of Duquesne's Center for Excellence in Supply Chain Management

We are pleased to announce that MSA is now a silver-level sponsor of the Center for Excellence in Supply Chain Management. MSA is a global organization committed to developing, manufacturing, and supplying safety products that help protect people and facility infrastructures around the world.

"Recently, MSA was seeking support for our newly formed, centralized Purchasing team. Not only was our Supply Chain organizational structure changing and maturing, but our Supply Chain strategy was in demand of new skills and new talent. Duquesne fully engaged in our relationship and put their best foot forward. As a direct result, in May 2022, MSA hired three students from the 2022 graduating class into full-time positions. We even filled several Supply Chain Co-Op positions for the Summer of 2022. Duquesne has treated us as a true partner from the start, so this transition to sponsors of the Center for Excellence in Supply Chain Management is great next step for MSA."

- Eric Blanton, MSA's Northern North America Purchasing Services Manager



Cleaveland/Price Implementing Students' Strategic Suggestions in Signature Capstone Course

In Spring 2022, the client for our Signature Capstone Experience course was **Cleaveland/Price**, (C/P) a Trafford, PA firm that makes switch gear for the electrical transmission and distribution industries.

C/P got its start when engineers began developing switches that address problems found in switch designs. They have since grown to offer a complete line of group operated switches rated up to 345 kV along with a broad line of hookstick operated switch products and motor operators. C/P's ongoing R&D program is a factor in the growth of the company and has yielded innovative products such as transmission class in-line disconnect switches, solid-state motor operator controls, variable speed motor operators, non-hydraulic operators for overhead switches, and automation controllers for retrofitting to padmount and underground switchgear. Growth is sustained by continuous improvement of manufacturing systems and facilities. Extensive CNC capabilities have been established throughout the manufacturing process resulting in the most advanced vertically integrated manufacturing facility in the industry. Since its founding in 1975, C/P has grown to be an electrical infrastructure business with over 300 employees and tens of millions in annual revenue.

Our seniors were challenged to integrate everything they have learned at Duquesne to help C/P address an important strategic issue. Several years ago, C/P acquired Reliatronics, one of its component manufacturers, in a strategic move to ensure continued supply of a critical component. The component was a Remote Terminal Unit (RTU) which is a key part for several of their product lines, and they bought Reliatronics so that there was no disruption to their manufacturing process. C/P finds the RTU market as potentially attractive, as manufacturing RTUs are not that labor intensive. This is critical because finding qualified labor is a main bottleneck to their growth. C/P currently generates some outside revenue for their RTUs from customers that were inherited from the previous owners, but this isn't meaningful to



their goals. For this to be a meaningful business for C/P, it would need to scale to be a significant source of revenue in the next few years.

The strategic challenge posed to our students was should C/P continue to produce RTUs primarily for internal use, or should they take this product to market in a more aggressive manner. To address the challenge, students were posed the following questions:

1. Should C/P continue developing RTUs that only support current C/P products (i.e. the LineScope). Any future C/P functionality, or future customer functionality, would be achieved by implementing a third-party vendor's RTU into C/P automation cabinets, or any other future product offering.
2. Should C/P develop RTUs that support current C/P products, as well as future C/P anticipated needs. This may include a new modular RTU, whose capability can expand in-line with other C/P offerings. The RTU would, effectively, only be sold to C/P automation, and be targeted at what they see as future needs. Any future customer functionality would be achieved by implementing a third-party vendor's RTU into C/P automation cabinets.
3. Should C/P develop RTUs that target current and future C/P needs, as well as all C/P current electric utility customers, whether they currently use C/P RTUs or that of a third-party vendor.
4. Should C/P develop a full line of RTUs that target the electric utility industry and other industries (e.g., oil and gas, water/wastewater). C/P has no experience in these industries from an electronics perspective. This may result in multiple product lines.

The top three student teams presented to C/P executives in May 2022. C/P was thrilled with students' suggestions for addressing the company's strategic challenge and saw opportunities to implement the top ideas. We expect this will result in significant additional revenue for C/P in the years ahead.



Congratulations to our Student Teams

1st Place Team--\$400 Each

Lionel Deanes, Timothy Malloy, Sarah Stiffler, Sara Zembur

2nd Place Team--\$250 Each

Diamond Bragg, Jacob Easley, John Mattie, Amanda Thome, Isabella Trovato

3rd Place Team--\$100 Each

Alan Galvan Huitron, Lucas Gianiodis, Catherin Lecher, Jessica Padovano, Jessica Sham

Special thanks to our Participating Faculty, Executives-in-Residence and Judges:

Faculty: Dr. Ryan Luchs, Dr. Nagaraj Sivasubramaniam, Dr. Peter Gianiodis, Dr. Pamala J. Dillon, Thomas Fry and Gina Fleitman - **Executives-in-Residence:** Stu Zolot, Tom Garbe, Tom Ruppel, Dave Warco and Jeff Getty - **Judges:** Dr. Dean McFarlin, Carl Heller, Cleaveland/Price President, and other senior executives from C/P.

An Opportunity for Students to Invest in Startups



In their entrepreneurial finance course, students leverage our partnership with BlueTree Allied Angels and can actually invest real money in startups thanks to a generous alumnus. In 2021, for example, students invested \$20,000 in a start-up beauty products company.



In 2022, the School expanded its partnerships by investing in the 412 Venture Fund. Students now have the opportunity to perform diligence on potential investments for the fund.

Institute for Ethics in Business

The Institute for Ethics in Business (IEB) has as its vision to be internationally recognized as a pioneer and leader in business ethics scholarship, education and practice.

The IEB mission emphasizes three pillars:

Pillar #1 – Scholarship/Thought Leadership

To create and disseminate new knowledge in the field of business ethics in ways that establish the school's reputation for excellence as thought leaders worldwide.

Pillar #2 – Curricular Innovation

To become an internationally recognized resource for how business ethics can be taught in higher education.

Pillar #3 – Business Ethics in Practice

To become an internationally recognized resource for “best practices” when it comes to how companies can promote and instill the highest levels of ethical behavior and decision-making throughout the organization.

The IEB's strategic goals, found in its mission statement, emphasize the centrality of ethics at Duquesne and in the School of Business by emphasizing the three-pronged professional approach of education—scholarly/thought leadership, curricular innovation, and influencing business practice. While presented separately, the three pillars and strategic goals of the IEB work in concert with and mutual support of each other. By attending to each of these strategic goals, the three pillars, the IEB has envisioned a path that will enable it to assume the position of an internationally recognized pioneer and leader in business ethics, scholarship, education and practice.

Editorship of Prestigious Journal Housed in the Viragh Institute

Effective in January 2020, the editorship of *Business and Society Review (BASR)*, one of the leading peer-reviewed journals in the business and society field, is now in the Albert P. Viragh (B'27) Institute for Ethics in Business. BASR publishes original research on a wide range of ethical issues. Dr. David Wasieleski, Albert Paul Viragh Professor in Business Ethics, serves as editor-in-chief, while Dr. Jim Weber, professor of business ethics and management, serves as managing editor. The Viragh Institute. BASR was founded in 1972 and is published by Wiley.



"It is an honor for us to take over the editorship of this prestigious journal. We intend to continue the fine legacy of BASR as one of the top journals in the business and society field. Under our stewardship, it is our goal to raise its profile and reputation internationally for publishing impactful research."

*Dr. David Wasieleski, Albert Paul Viragh Professor in Business Ethics,
Executive Director, Albert P. Viragh (B'27) Institute for Ethics in
Business*

Dr. Jim Weber Appointed Martin Hehir, C.S.Sp. Endowed Chair in Scholarly Excellence



Effective July 1, 2020, Dr. Jim Weber assumed the Hehir Chair for a five-year term ending in June 2025. Appointed by President Ken Gormley, this chair is awarded for sustained excellence in research. Among the benefits enjoyed by the chairholder is a discretionary budget for research expenses. The Hehir Chair is named for Rev. Martin Hehir, C.S.Sp., who was the fourth and longest-serving president of Duquesne (1899-1930) to date. Under his leadership, the Pittsburgh Catholic College became Duquesne University and the School of Business was launched in 1913.



Deloitte Technology Ethics Curricular Framework

The Albert P. Viragh Institute for Ethics in Business served as the leading institution to develop a technology-ethics curriculum framework with Notre Dame, University of Virginia, and the University of Arkansas. It is funded by the Deloitte Foundation.

The curriculum framework for ethics in technology seeks to prepare students for understanding issues associated with the intersection of technology and ethics and to assist business schools and other educational settings in curriculum development and program planning. The framework was created from a Tech Ethics Summit held virtually in 2021. At the Summit, led by collaborators from the Deloitte Foundation, Duquesne University, University of Notre Dame, University of Virginia and University of Arkansas, thirty leading academics and practitioners conducted a curriculum-focused conversation to help catalyze an agenda for transforming tech ethics education for business students. The curriculum framework was generated out of a series of thought questions around four structural areas discussed at the Summit: normative tools, technology issues, design and integration, and delivery. The resulting curriculum framework for ethics in technology strives to help faculty help students articulate how to analyze and discuss the intersection of technology and ethics, to make more informed and responsible decisions, and to develop competency in the skills to act effectively upon those decisions.

The curriculum framework for ethics in technology includes: student competencies, ethical principles, ethical pedagogical frameworks, possible course materials, and assessment techniques, described fully in this document. Ten primary areas of study are presented, ranging from value-laden biases in technology, to the purpose of the firm and goals of technology, to whistleblowing. Next, the conceptual framework is operationalized to serve as a guide for incorporating the topic of tech ethics into a business school curriculum. Depending on the learning objectives, the curriculum framework could incorporate a single module on tech ethics into an existing course or serve as the foundation for building a large degree program. Various

appendices are provided at the end of this document to further define the conceptual framework and provide specific tools and references for instructors.

Albert P. Viragh Institute for Ethics in Business Visiting Scholars Program

The Albert P. Viragh Institute for Ethics in Business (VIEB) offers a Visiting Scholars Program to a limited number of highly qualified faculty and advanced doctoral students. The purpose of the VIEB Visiting Scholars Program is to bring scholars in the business and society, business ethics, or sustainability fields to Duquesne University in order to further their own research and promote the research agenda of the Institute. The Program offers opportunities for scholars to collaborate with Duquesne business school faculty members on shared scholarly and research-related interests. It also helps to create an international network for scholars at any stage of their career assisting them in their professional development. Finally, the Program demonstrates the active role the VIEB plays in generating innovative research through participating scholars from diverse disciplinary, institutional, and geographic backgrounds.

The inaugural Visiting Scholars, Florencio Portocarrero and Nuno Guimaraes Da Costa, will arrive during academic year 2022-2023.

Humanistic Management Thought Leadership Conference 2021

The 2nd Humanistic Management Thought Leadership Conference was hosted by the Albert P. Viragh Institute for Ethics in Business at Duquesne University in 2021. One of the goals of the International Humanistic Management Association (IHMA) is to build community around the principles of protecting dignity and promoting well-being. Thus, this conference serves those purposes by bringing together a diverse set of top scholars and impactful professionals who all share the desire to further our understanding about how to improve the relationship between business and global society. The topics addressed transformation at different levels of analysis. The program was arranged around individual, organizational, and systemic levels of inquiry. The topics within this theme range from changing mindsets to expanding worldviews, from the exploration of social justice to the proper stewardship of the ecological environment.

The logic is that in order to generate large-scale transformations in our world, efforts must be made across all levels of analysis. It is not enough to address social issues at the individual level. Transformative changes must also be made in organizations as well as systemically. As defined by Steve Waddell (2016), system transformation refers to change that has breadth, depth, and scope and which alters the fundamental parameters of relevant systems or subsystems. Building on the first Thought Leadership Conference in Tarrytown, NY in 2018, this concept goes further than social innovation. According to Sandra Waddock, system parameters include the system's purposes, evaluation, power and resources distribution, and core operating practices. The tracks

in the 2nd conference address aspects of these parameters for the purpose of the betterment of society.

The conference generated a Special Issue of the Humanistic Management Journal in December 2021.

Business and Society 360 Book Series

Business and Society 360 Book Series, published by Emerald and sponsored by the International Association for Business and Society, is an annual book series featuring a comprehensive discussion and review of the current “state” of the research and theoretical developments in a specific BAS area – a 360-degree look at a selected topic. A “360-degree examination” of a research area involves an all-around assessment using multiple field experts to supply an analysis and review for the purpose of achieving a full understanding of a topic. Thus, each volume is a combination of invited and editorial reviewed chapters providing an overview of past work and highlighting cutting-edge research on the selected topic. Five volumes in the series have been published thus far.

Co-Editors:

- Dr. David Wasieleski, Albert P. Viragh Professor of Business Ethics
- Dr. James Weber, The Rev. Martin Hehir, C.S.Sp. Endowed Chair in Scholarly Excellence, Duquesne University

2022 Volume 6 on DEI

This call for book chapters focuses on addressing cutting edge research in the Diversity, Equity & Inclusion (DEI) area (broadly considered) that carries the potential to advance the theories within this domain forward. Publication in Spring 2023.

DUQUESNE UNIVERSITY 2022-2023 **NEW VENTURE CHALLENGE** MAKE IT HAPPEN

More Than \$100,000 in Prizes at Stake in the Duquesne New Venture Challenge

Over \$100,000 in cash and service prizes are up for grabs in the fourth annual Duquesne New Venture Challenge (DNVC) hosted by the School of Business's Center for Excellence in Entrepreneurship. The three-stage business plan competition is open to entrepreneurs in the Pittsburgh region and beyond, and entrants may submit new venture ideas that have commercial and/or social missions.

The 2021-2022 Duquesne New Venture Challenge (DNVC) concluded in April 2022, with DisSolves winning first place. In addition to the prize money, DisSolves, which produces the first edible, water-soluble food packaging made from all-natural, vegan ingredients, was also awarded legal services via the Duquesne University School of Law, consulting services from the University's Small Business Development Center, and meetings with School of Business faculty on funding and strategy. The winning team included School of Business alum, and Duquesne School of Law student, Josef Raszewski.

The third-place team, InnovatIVe, consisted entirely of Duquesne students majoring in either Biomedical Engineering or Nursing. InnovatIVe designed a sensor-embedded sleeve to improve the use of IVs.

See more about the Duquesne University New Venture Challenge at duq.edu/nvc

One-Year MBA Consulting Projects

Consulting Projects 2020-2022

Date	Organization	Objective
2020 (SU)	The Frick Pittsburgh	Benchmark sustainability, as well as industry best practices and develop solutions for The Frick Pittsburgh to implement during Fridays at The Frick events.
2020 (FA)	DHG Management	Assist with identification of opportunities where nanofiber precision and repeatability would be valued over existing nanofiber offerings. Analyze the market, customer segmentation and value drivers within the biomedical in-vitro testing market to shape company focus, value proposition, and initial market offerings for the new venture.
2020 (FA)	Avery Denison	Create a sustainable value proposition to promote to customers. Create and demonstrate models that help to quantify the sustainable proposition value and assist in developing ideas for communicating this to the end user.
2020 (FA)	Studio St. Germain	Develop a compelling business case and story for high performance buildings utilizing one of the company's clients. Conduct research for the feasibility of and test for a new value proposition that can quantify tangible and intangible benefits of buildings. Business drivers for this project include RESET AIR, outdoor and indoor air quality, energy, human health and productive, and the social cost of carbon.
2020 (FA)	Evoqua Water Technologies	Benchmark companies, across industries, to build a list of best practices that Evoqua can implement to make their supply chain more responsible and sustainable.
2021 (SP)	Omniceil, Inc.	Omniceil, Inc. set a goal of 2% reduction in climate related activities through recycling, reusing and packaging. Analyze three years of climate related risks and develop ideas/strategies this goal; while assessing financial risk and benchmarking industry best practices.
2021 (SP)	Rachel Carson EcoVillage	Benchmark best practices and strategies to attract potential home buyers interested in living in a community where individuals live sustainably. Identify a marketing strategy with the goal of attracting 35 homeowners.
2021 (SP)	Energy and Environmental Business Alliance (EEBA)	Consider how EEBA Team Zero can drive market transformation at a more rapid pace globally, identify areas of strategic improvement, perform a gap analysis of stakeholders, review of company's gateway platform, and identify partners for new value creation opportunities.
2021 (SP)	AE Works	Research the impact of technology and workspace adaptation due to COVID 19. Identify the short-term and long-term effects and the impact on productivity and culture.
2021 (SU)	United States Steel	Using a Design Thinking approach, benchmark USS against other industries/organizations; make recommendations for areas of improvement related to suppliers, employees, and community.

2021 (FA)	Leechburg Area CDC	Students worked with the Leechburg Area CDC to alternatives for a newly purchased property. Specifically, provided an analysis of the co-working space industry; identified other possible uses for the space and created a marketing plan to attract potential tenants.
2021 (FA)	NewMarket Corporation	The goal of this project is to deliver the foundations of a materiality assessment including a graphic that can be used by NewMarkets in their first public ESG report.
2021 (FA)	InvolveMINT	Create a marketing plan with recommendations for partnership growth considering InvolveMINT goals to empower individuals, tackle chronic issues and build wealth.
2022 (SP)	Omnicell, Inc	Identify climate “risks” relating to Omnicell by analyzing Omnicell’s current operations and initiatives, and identify those activities which pose climate-related risks to its operations, while assessing financial impacts and benchmarking industry best practices.
2022 (SP)	Blue Print Robotics	Create a master list of KPI’s impacting the off-site versus traditional construction value proposition and develop the business case and sustainability value-add for off-site construction as part of an overall high-performance building value proposition.
2022 (SP)	Enel X	Identify the business and sustainability case for the development of Ellwood City as a smart city. Present the list of key stakeholders and what would be need to move the project forward.

Small Business Development Center (SBDC)

The School of Business’s Small Business Development Center (SBDC) offers a full range of management consulting services to prospective and existing small businesses in the Greater Pittsburgh region. The SBDC has outreach offices in Butler, Beaver, and Lawrence counties; Wexford, Pennsylvania; and Peters Township, Pennsylvania. Annually, over 500 regional small businesses receive consulting assistance.

Business consultation is offered in the areas of general business services, which includes business plan development, financial forecasting, cash flow management, interpretation of financial statements, and technology commercialization. Environmental consulting, which includes energy, compliance, sustainability, and renewable energy, is also offered. The newest services offered by SBDC are media and video production services. Small business typically do not have margins high enough for media and video, and the addition of these services to the SBDC offers new opportunities for clients.

The SBDC offers trainings and workshops throughout the year. These trainings focus on various aspects of business, including start-up, marketing, finance, social media, and website design. The organization also offers an annual conference, which has become a cornerstone of the SBDC’s commitment to the regional business community.

The primary mission of the SBDC is to assist new and aspiring entrepreneurs, as well as established businesses to make informed decisions about their businesses, and consulting services are designed to support that mission. Clients are guided through the process of developing both the strategic and operational aspects of business, through the development of business and strategic plans, as well as cash flow and financial statements analyses. The SBDC is responsible for assisting over \$30,000,000 in capital formation, roughly \$10,000,000 in sales growth, and 500 jobs saved and/or created, on an annual basis.

The client/consultant relationship focuses on educating business owners in all areas of business planning and operation with the intent of making them informed and confident decision-makers. The SBDC partners and works in a cooperation with the many regional companies and organizations that serve small businesses. These include entities such as banks, venture capital groups, chambers of commerce, trade organizations, state and city economic development loan funds, accountants, lawyers, and IT specialists.

PRINCIPLE 6 - Dialogue

We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.



The [Annual Presidential Conference on the Integrity of Creation](#) focuses on Building a Sustainable World. The interdisciplinary conference invites participants from different disciplines to engage each other in civil discourse on a topic related to the general theme of the Integrity of Creation.

The conference has three goals:

1. To provide a scholarly opportunity to engage established and emerging research on the conference topic
2. To foster interdisciplinary discourse on each topic, such as among science, health, philosophy, religion and policy
3. To enlighten public awareness and discussion of the conference topic

The seventh annual conference, held April 4-5, 2022, focused on the topic of Climate Resiliency: Collaboration, Adaptation, and Action, to discuss pivotal issues regarding safeguarding our planet. The interdisciplinary conference invites participants from different disciplines to engage each other in civil discourse on a different topic each year. The format of the conference includes Workshops, Presentations, and Posters.

The conference series was commissioned by former President Charles J. Dougherty as an endowed academic event. The current University President, Ken Gormley, continues to inspire excellence in support of the Spiritan mission as the conference series develops.

Sustainability Green Initiatives

Campus Sustainability Reports



Duquesne is the first University in western Pennsylvania and one of only a few in the state to conduct regular Greenhouse Gas Emissions Inventories on the University's carbon footprint. The University has played a leading role in moving other schools in the region to undertake similar studies and to direct the region as a whole toward environmental stewardship.

In 2019, the [Center for Environmental Research and Education \(CERE\)](#) completed its first STARS Report and has since earned a Silver Rating. [STARS \(Sustainability Tracking, Assessment and Reporting System\)](#) is a campus sustainability assessment tool developed by the [Association for the Advancement of Sustainability in Higher Education \(AASHE\)](#).

The STARS report earned Duquesne University a spot in the [Sierra Club's annual Cool Schools Ranking](#) which feature institutions of higher education showing a commitment to campus sustainability.

2021 Campus Sustainability Reports

Results of the ninth greenhouse gas inventory - covering Fiscal Year 2021 were published in 2022. Read the [2021 Greenhouse Gas Emissions Inventory Report](#)

Results of the fourth STARS report - covering Fiscal Year 2021 were published in April 2022. Read the [2021 Sustainability Tracking, Assessment and Rating System \(STARS\) Report](#)

Duquesne University Sustainability Newsletter

- Spring 2022 Sustainability Newsletter
- Fall 2021 Sustainability Newsletter

One-Year MBA: focused on Sustainable Business Practices Speakers

Each year we have multiple industry experts present to our One-Year MBA: focused on Sustainable Business Practices cohort and other green initiatives that integrate learning within programs and across campus.

John Fillo, Consultant at Trinity Consultants, presented on Climate Change Strategy and Materiality in Reporting. Mr. Fillo works primarily with program development, management and delivery for Fortune 500 and middle-market companies in petroleum, diversified energy, electric power generation/natural gas supply and T&D, mining/metals, chemicals, industrial manufacturing, pharmaceuticals/biotechnology, financial services, consumer products, telecom, pulp/paper, transportation & logistics, technology, manufactured gas and coal-based synthetic fuels, as well as for Federal and state government entities.

Leslie Montgomery, Green Building Alliance on The Business Case for High-Performance Buildings and the 2030 District in Pittsburgh. More than two decades ago, GBA was a coalition of forward-thinking regional professionals who were interested in green building. The collaboration between them, supported by start-up funding from The Heinz Endowments, created the first nonprofit organization in the country to focus exclusively on the greening of a region's commercial building sector. Twenty-five years later, GBA staff and its partners are still that forward-thinking and passionate group but have now established the organization as a highly credible industry leader with over 1,200 members. Thanks to the hard work and dedication of staff, board, interns, and members throughout the years, the marketplace conversation no longer centers around "What is green building and why should I do it," but more around "What will work best for my needs?" and "What is the next level?" These are conversations that GBA is excited to lead. Leslie helps prepare our MBA SBP students with understanding the business case of green buildings and this information helps teams of MBAs as part of a fall semester Sustainability and Energy Management System Design competition using the business school, i.e., Rockwell Hall, as a living laboratory.

Craig Stevenson, creator of AUROS360 technology presented on Smart Buildings and Their Value Proposition. With extensive training and experience in building science, construction, and technology, Craig Stevenson is known for his innovative approaches to building project management. Before leading AUROS Group, he spent 27 years as a construction industry executive, where he led the charge for better estimating, management, and project-delivery methods. His dedication to using technology to drive buildings to ultra-low energy and ultra-high indoor air quality ultimately led to his creating the AUROS360™ system and co-founding of AUROS Group. Information from Craig Stevenson help prepare our MBA SBP students with

understanding the business case of high-performance buildings, indoor air quality, and net zero energy, and this information helps teams of MBAs as part of a fall semester Sustainability and Energy Management System Design competition using the business school, i.e., Rockwell Hall, as a living laboratory.

One-Year MBA Career Practicum Career Practicum 2020-2022	
<i>Speaker</i>	<i>Topic</i>
Evelyn Pierce	Conflict Management & Communication
Michael Haid	Get the Job: Behavioral Interviews
Rebecca Lamperski	Dare to Lead
Michael Haid	Communications for Effective Leadership
Christine Hughes	Elevator Pitch
Michael Haid	Motivation
HR Representatives	Meet BSR
WVU MBA Students	Meet WVU
Christine Hughes	Business Etiquette
Danielle Davis	Diversity, Equity and Inclusion
Fikapo Gondwe	Sustainability: A Virtual Cross-Sector Panel of Alumni Professionals
Kyle Gryta	
Ashley (Jones) Jeder	
Gina Johnson	
Molly (McCann) Revak	
Christine Hughes	LinkedIn Tips and Tricks
Joshua Manning	ProspHire Visit
Damian Johnso	Road Runner Visit
Michael Haid	Negotiations
Caroline Baselj	Merkle Visit
Erroline Williams and Jane Rahenkamp	What is Coaching



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