

Business

FOR ALUMNI, PARENTS AND FRIENDS OF THE FORDHAM BUSINESS SCHOOLS



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SPRING 2014

IS THE AMATEUR ATHLETE A THING OF THE PAST?

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Study in Ireland this summer.

What business opportunities does Ireland present as it emerges from a recession? Find out during Fordham's executive education program at the National University of Ireland, Galway: July 20 to 26, 2014. E-mail petit@fordham.edu for details.

Dear Members of the Fordham Community:

I write to share some exciting news about business education at Fordham.

In September 2014, the Gabelli School of Business and the Graduate School of Business Administration will commence a yearlong process of unification under the leadership of Donna Rapacciolli, Ph.D.

Dean Rapacciolli will oversee a reorganization that will result in one strong business school the priorities of which are innovation in faculty research and teaching, and, most importantly, student outcomes. A talented administrator and business scholar, she has proven herself as dean of business faculty since 2009 and dean of the undergraduate school since 2007.

The business faculty, Faculty Senate and our Board of Trustees have all voted in support of the unification. Bringing the two schools together offers benefits to students, alumni and the University as a whole. Notably, business graduates who previously belonged to two separate alumni communities, though working side-by-side in the professional world, will come together as one.

Academic enhancements are underway, including a comprehensive revision to the MBA curriculum for the first time in decades, and the creation of a Ph.D. program that will help to attract world-class faculty and promising future scholars. The unification will open the door to greater academic collaboration and alumni interaction between business and other Fordham schools. In doing so, the University will be able to use the interrelationships between business and many other disciplines to add greater depth to teaching and research.

During the year, we will continue to work with a broad representative body of the business school community, including committed alumni volunteers and donors, to help generate the resources needed to elevate the profile of the newly unified school. This effort is being led by Mario J. Gabelli (GSB '65), who in 2010 gave his name and \$25 million to the undergraduate business college—the largest gift in Fordham's history. We anticipate that alumni and friends of Fordham will follow his lead.

Within the next three years, business education will be much more visible at our Lincoln Center campus. The current Law School building will become the new Manhattan-based home of the business school, housing both the graduate business school and the new undergraduate Bachelor of Science in Global Business program, which has accepted its first class of students to start in August.

Finally, I'd like to thank Father McShane for his leadership and vision in this unification process. We expect great things for this unification headed by Dean Rapacciolli, under whom the undergraduate business school has thrived. The integrated core curriculum she designed for the Gabelli School, a blend of hands-on applied learning in business and a deep grounding in the humanities, has received national attention. I know you join us in wishing her well, and in celebrating this transformation of business education at Fordham.

Sincerely,



Stephen Freedman, Ph.D.,
Fordham University Provost and Professor of Ecology and Evolutionary Biology

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News



Fordham's Bronx Bankers take first

Finance majors Blake Rodriguez (GSB '15), Neal Sukhia (GSB '15), Chris McCloskey (GSB '15) and Stephen Hearn (GSB '15)—also known by their team name, the Bronx Bankers—beat six student groups from Vancouver, Toronto, Montreal, Chicago, Ireland and London to place first in the Professional Risk Managers International Association's 2014 Risk Management Challenge.

The "I" in Team

Imagine four sixth-graders working together on a group social studies assignment. One of them is the smartest kid in the class, and the other three know it. Does that affect the way each approaches the project?

Kyle J. Emich, Ph.D., assistant professor of management, explored this question in his recent research—using sports teams, not sixth graders, as a test case. His findings are as applicable to athletes, grade-school students and, crucially for the business world, groups of colleagues in the workplace.

There may be “no I in team,” but how a person perceives teammates’ abilities in relation to his or her own influences how—and how hard—he or she works, Emich showed. A team’s performance may benefit or suffer accordingly.



Basketball teams can yield corporate-world insight, assistant professor Kyle Emich found. How? In business and sports alike, how one team member perceives his or her teammates—weak or strong—influences the whole team’s performance.

Emich’s research explores a concept known as “transpersonal efficacy,” and it will be published in the journal *Group Dynamics: Theory, Research, and Practice*. “This study demonstrates the impact a single teammate—whether it be one really good or bad one—has on the behavior of other individual members,” he explained.

Emich began his field research with basketball players. He noticed that they tended to set up a teammate they perceived as an “offensive star” to shine, or step up their defense to compensate for another player’s perceived weakness. He predicted that business teams would behave similarly

when working conditions mimic those of a sports event: when there is one specific goal, with a high degree of interdependence among team members and a pool of shared resources.

“Sports act as microcosms of organizations, where researchers can observe leadership, communication and resource exchanges—and their related cognitions and behaviors of interest—within the confines of a controlled environment,” Emich said. “For business teams to achieve their goals, it’s vital that each member get to know his or her

Photo by Aspen Photo, Shutterstock



Marketing professor Hooman Estelami examined seven years' worth of mixed martial arts statistics to find correlations among personal characteristics and victories or defeats.

teammates, understand each individual's expertise and be provided the opportunity to work interdependently."

"This enables each person to maximize his or her own potential," he said, "and the team's potential as well."

Cage-match methodology

Most people seek out mixed martial arts for the spectacular victories and—quite literally—crushing defeats.

Fordham marketing professor Hooman Estelami was drawn in by its statistics.

Gathering data on more than 1,100 fights held over a seven-year period, Estelami mined a wide range of stats for factors that influenced success in the cage.

The lucky number? Twenty-two.

Estelami determined that MMA fighters—who engage in a full-contact combat sport that blends techniques from Brazilian jiu-jitsu, Muay Thai fighting, boxing and other traditions—reach peak performance at age 22.

As they age, they become less likely to win and more likely to get hurt: Fighters in

their 30s have a 50-percent higher chance of injury. His other findings, published in a paper titled "Victory and Injury in Mixed Martial Arts Competition," explore the effects of hometown advantage, height, weight and arm reach—as for a strike against an opponent.

"The massive amount of accumulated data enables us to apply statistical methods of analysis to scientifically establish the drivers of victory and defeat inside the cage," Estelami said. "The findings of this study will aid professionals in the mixed martial arts to better understand the sport, its risks and its potentials."

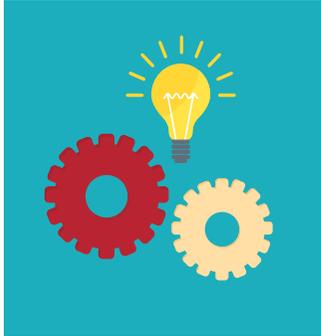
Estelami's research is an example of the many Fordham faculty projects that are accomplished each year with student support: A co-author on his paper is Francis Dehel (GSB '13), who was privileged to work with him through the Father William E. Boyle Society, an honor organization at the Gabelli School of Business.



Student-managed fund wins at GAME Forum

For the third consecutive year, the Gabelli School's Student Managed Investment Fund earned "Best Hybrid Fund" honors at the Global Asset Management Education (GAME) Forum, sponsored by Quinnipiac University.

News



Gabelli School rises in Businessweek rankings

The Gabelli School of Business moved up two places to No. 38 in the 2014 *Bloomberg Businessweek* ranking of U.S. undergraduate business schools, continuing a three-year rise.

Graduate school designs program for Food Bank for New York City

Fordham's graduate business school joined forces with the Food Bank for New York City to further its mission to end hunger. How? Through a custom-designed executive education program for food bank managers and directors.

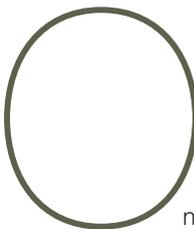
The program perfectly illustrates how the concept of "business with a purpose" comes to life at Fordham. Using targeted lessons, the business faculty gave the food bank's leaders additional knowledge and skills they can use to positively affect the city.

"We are honored to be a strategic partner with this noble cause," said Francis Petit, associate dean for executive programs.



Fordham custom-designed an executive education program for the Food Bank for New York City to improve processes and ultimately enhance service delivery to those in need.

ESPN CFO rallies Fordham's women's basketball team



One of the most powerful women in sports business returned to her alma mater to encourage Fordham's women's basketball players in the few days between their first-ever Atlantic 10 championship and their first-round matchup in the NCAA tournament.

Christine Driessen (GSB '77), executive vice president and chief financial officer of ESPN and a Fordham trustee fellow, and her twin

sister, IBM managing director Marianne Cooper (FCRH '77), met with the team on March 19, three days before they headed to Waco, Texas, to face the California Golden Bears.

"You embody teamwork," Driessen said. "You embody perseverance."

Six years ago, Fordham women's basketball didn't win one game. Last year, the team fell one point short of winning the A-10 title, and this year upset top-seeded Dayton for the championship. The team's NCAA Tournament bracket placement was announced on ESPN, featuring a live feed of the players cheering and celebrating in the Rose Hill campus gym.

Driessen was ranked by *Sports Illustrated* in 2013 as the third most influential woman in sports. She was instrumental in the launches



Top: Does a candidate's ethnicity affect whether he or she will get a CEO job? Professor Stephen Bryan examined this issue in a recent paper.

Bottom: Fordham's women's basketball team got a March Madness boost of confidence from Christine Driessen (GSB '77), executive vice president and CFO of ESPN, and her twin sister, IBM managing director Marianne Cooper (FCRH '77).

of ESPN2, ESPN3, ESPNNews and espnW, a digital channel that caters to women as athletes and fans. She also has lobbied for robust coverage of women's sports throughout the network, including a recent eight-year commitment to the WNBA.

Editor's note: On March 22, the team lost by one point to the California Golden Bears in the first round of the NCAA Tournament.

"Culture Matters" wins best paper award

Professor Stephen Bryan's paper titled "Culture Matters (But Whose Culture Matters More?)" co-written with Ajay Patel and Rob Nash of Wake Forest University, won the best paper award at the 2013 India Finance Conference, co-hosted by three branches of the India Institute of Management.

The research looks at whether cultural attributes affect how CEOs are hired. "Firms from countries more tolerant of uncertainty are more willing to accept CEOs from a different culture," Bryan explained. "Also, firms from countries that embrace individualism are more willing to hire a CEO from a different culture."

*Contributing reporters:
Barbara Esposito and
Nicole LaRosa*



Professor Clarence Ball takes home an Emmy Award

Clarence Ball won an Emmy from the National Academy of Television Arts and Sciences in January for his documentary about the experience of African Americans in Tennessee during the Civil War. "Looking Over Jordan: African Americans and the War," produced in conjunction with Nashville Public Television, received an Emmy for outstanding achievement in the category of Historic/Cultural Program for the mid-South region.

Media

Sports and Social Media

The numbers speak for themselves: The first quarter of 2014 saw impressive viewership for the biggest U.S. and global sporting events. Setting a record for the most-watched television event in history, more than 111 million football fans watched the Seattle Seahawks rout the Denver Broncos in the Super Bowl. The Sochi Olympics put up substantial stats, averaging 21.4 million viewers over two weeks of live and tape-delayed programming. Some 7.5 million NBA fans watched New York Knicks forward Carmelo Anthony sink a record eight three-pointers in the league's highest-scoring All-Star Game.

Televised sports remain huge cultural touchstones, and fans are embracing social media such as Twitter, Facebook and Instagram to enhance their viewing experiences. These numbers, too, speak volumes. The February 2014 Super Bowl and its halftime show inspired 24.9 million tweets—an uptick from the prior year's 24.1 million—and 185 million Facebook interactions. The social media tide rises and falls with significant plays and wins: When the U.S. men's Olympic hockey team beat Russia in a shootout, viewers posted more than 72,000 tweets per minute. Pro hoops fans launched 2.5 million tweets during the All-Star Game, more than 46,000 of those per minute after LeBron James and Blake Griffin completed back-to-back monster dunks.

“There's no question that social media have added to people's enjoyment of the games and the way they experience them,” said John A. Fortunato, a Fordham Schools of Business professor who teaches sports media and marketing. “Now, you've got an iPad or smartphone with you in addition to watching TV. You get to participate live. You get to say, ‘What an amazing goal,’ ‘What a great pass’ or ‘That's one of the best plays I've even seen.’”

Those interactions are valuable to sports organizations, corporate sponsors and television networks that want to engage fans via digital technology.

For teams and leagues, social media offer quantifiable metrics on popularity, interest and engagement that often translate into increased brand awareness and consumer loyalty. Nearly 9.7 million people “like” the NFL’s Facebook page, and 6 million follow its Twitter feed. The NBA has 20.3 million Facebook fans and 9.5 million Twitter followers. Intriguingly, Major League Baseball’s Twitter has attracted only 3.5 million subscribers—a respectable but underwhelming statistic for America’s national pastime.

Sports dominate U.S. social media culture when it comes to broadcasting. According to Nielsen’s “Year in Sports Media Report,” sports accounted for half of all television-related tweets in 2013. The report attributes 32 sports-related posts to the average Twitter user, compared with 25 about non-athletic programming and nine about TV season premieres.

The phenomenon is not limited to the United States. Soccer giants have demonstrated their global popularity with staggering social media stats. FC Barcelona has 57 million Facebook fans, Real Madrid has 53.6 million and Manchester United has 42.9 million. Knowing that many stars from these European powerhouses will play in the 2014 World Cup in Brazil—expected to be watched by more than 3.2 billion people—it’s easy to see how soccer might rule the social-media landscape this summer.

The good, the bad and the charitable

Tweets, Vine videos and Tumblr posts have, in many cases, replaced conventional press releases as the main way that teams, leagues and players share news—especially tidbits that “other forms of media, like local papers, wouldn’t cover,” Fortunato said. “If a team is having a certain promotion, such as a career fair before a game, now they’re delivering [that news] right into your hand.”

In addition to boosting a team’s fan-friendly image, such engagement has a ripple effect on revenue.

“It helps drive [fan] behavior,” said Fortunato, who has written four books on sports media and marketing, including the recently released *Sports Sponsorship: Principles & Practices*. “More ticket sales and TV viewing of games translates to positive market outcomes.”

Not all effects of social media are positive, though. Fans regularly voice their opinions, whether in the joy of victory or the agony of defeat. “Some opinions and attacks can be fierce,” said Francis Petit, who teaches sports marketing at Fordham and oversees the university’s executive business education programs.

Add the inappropriate online conduct of less social-media-savvy athletes and it’s easy to see how things can turn sour. *Complex*, a web site and magazine devoted to youth culture, compiled a list last year of the 50 biggest sports social-media failures, such as triple-jumper Paraskevi “Voula” Papachristou making a racist comment on Twitter that got her kicked off the Greek Olympic team a few weeks before the London 2012 games.

Some corporations have gone the extra mile to make sure that social media remain a force for good. For example, Citi ran ads during the Sochi Olympics touting its “Every Step of the Way” campaign, in which the bank allocated \$500,000 to charities and community programs chosen by nine Olympians, including skier Ted Ligety and figure skater Evan Lysacek. Fans could visit the campaign’s web site, Facebook page and Twitter feed to pick a charity to support.

The program illustrates how social media can support a social mission. “To many consumers, an athletic team or contest is more than entertainment,” Petit said. “It is part of their soul, and social media has provided a needed resource for fans to nourish their soul.”

What’s next?

Social media provide an open door to innovation in sports marketing. Petit cited the NFL’s recently launched “mock draft” mobile app, which allows fans to participate in team selection, and “virtual tailgate parties.” John Cirillo, an adjunct professor in communications and media studies at Fordham, pointed to the MLB Fan Cave, which exists both in virtual form—a web site full of shareable content—and as a physical space in New York City, where fans can watch baseball on large-screen televisions and tweet during games.

“The Cave [itself] has an amazing 1.8 million Facebook likes and 300,000 Twitter followers,” Cirillo said, adding that MLB received more than 22,000 applications for the Cave’s nine staff positions. That is likely a trend—as teams and leagues increase their focus on social media, they will need to staff up accordingly.

As for the future of social media in sports, Cirillo could only speculate.

“The NBA has had nicknames on jerseys for special games this year,” he said. “Twitter handles on jerseys? Why not?”

Stranger things have happened.

by Brett Johnson



Illustration by Richard Borge, The iSpot

Is the
“amateur
athlete”
a thing
of the
past?

A sound mind in a sound body: This ancient adage sums up the ideal of the student-athlete, balancing the lessons learned in the classroom with the physical achievements of sports.

But it’s a balance whose importance is becoming obscured, especially in the two biggest college sports, football and basketball. The staggering revenues that sports generate for colleges and universities—nearly \$13 billion in 2011, according to U.S. Department of Education statistics—have transformed college athletics from a once-amateur endeavor into what many observers call a big business that exploits its unpaid workers: the players.

Lately, those players have been growing increasingly restive about their status. A former UCLA basketball star is at the center of a lawsuit that questions the right of colleges and universities to profit from the use of athletes’ names and likenesses. And in February, the National Labor Relations Board held hearings to consider whether Northwestern University football players could form a union.

Is the “amateur athlete” a thing of the past?

“Most college sports, like tennis or swimming, do not generate revenue for a school, so the present system is mostly a wonderful social contract,” said Mark Conrad, an associate professor who heads the undergraduate sports business program at Fordham. “Athletes can get a subsidized or free education that they might not otherwise have been able to get. But for revenue sports, it’s a somewhat different dynamic.”

The NCAA struggles to adapt

At the center of recent challenges is the NCAA, the organization founded more than a century ago to regulate athletic programs and to maintain the ideal of the amateur U.S. college athlete. Two of the most important areas it governs are scholarships and recruiting.

Athletic scholarships came into being in the 1950s as a way for schools to attract top athletes who might have ruled out college because of cost. As tuition rose faster than the cost of living, scholarships became increasingly popular. The NCAA regulates how many athletic scholarships a school may offer, based on its NCAA division. Full scholarships typically cover tuition, fees, room, board and books, but some of the largest universities are pressing the NCAA to allow their scholarships to cover what they call the “full cost” of attending college, including expenses such as an athlete’s travel to and from home.

Scholarships are relatively straightforward compared with the convoluted rules around recruiting. The NCAA defines time periods when coaches can contact potential recruits; outside of those times, they can’t, and penalties for violating the rules are severe. The organization typically

limits how often a coach can contact a recruit and by what means—for example, football coaches are prohibited from texting recruits, but a proposal has been made to drop that restriction. There are strict rules about potential recruits’ “official visits” to campus, including caps on their expenses and the number of sporting events they can attend for free. Also prohibited are any lobbying by boosters to choose a certain school, and any kind of gift.

“The rules can be incredibly intricate,” Conrad said. “The Division I manual is really thick, more like the tax code than a rulebook.”

Now, as the NCAA fends off recent challenges from athletes, it also is struggling with the growing power of the largest college conferences, which are raking in the lion’s share of television revenues and chafing at the NCAA’s restrictions on what schools can do with that money.

“I think the NCAA brand has been tarnished,” said Fordham’s Francis Petit, a sports marketing professor who also coordinates executive education programs in business. “[The NCAA] has always been positioned as an advocate

“Most college sports, like tennis or swimming, do not generate revenue for the school, so the present system is mostly a wonderful social contract.”



“Intercollegiate athletics can be a part of the education that happens outside the classroom,” Roach continued. “But at some schools, unfortunately, they’ve become a business, and it’s all about the money.”

A bellwether case for college sports

The case that is seen as having the biggest potential impact on the “amateur athlete” ideal involves Ed O’Bannon, who led the UCLA Bruins to the men’s basketball championship in 1995 and who now sells cars in Las Vegas. He and a number of other former college athletes are part of a federal class-action lawsuit challenging the NCAA’s practice of not compensating college athletes when schools use their names and likenesses.

O’Bannon filed suit against the NCAA after he saw himself portrayed in a video game and realized that others were making money off his past success as a top college player.

So far, U.S. District Judge Claudia Wilken has made concessions to both sides. She ruled that former players would have to sue individually, not as a group, to seek retroactive compensation from the NCAA and its member schools, making it far more difficult for those former athletes to pursue payments that could potentially run into the billions.

She also said, however, that this particular case could move forward for the general purpose of challenging how the NCAA handles the use of players’ identities. She has ordered the two sides to try to negotiate a settlement but has set a trial date of June 9, 2014, if they fail to come to an agreement.

for the ‘amateur athlete.’ But it has become apparent that potential revenue earnings are driving not only the NCAA’s strategy, but also its decisions.”

David Roach, Fordham’s athletic director, shares those concerns.

“It’s unfortunate that many universities have gotten away from the idea that intercollegiate athletics are part of the educational process,” he said. “I hope we all understand and believe that education takes place inside and outside the classroom.”

Is the “amateur athlete” a thing of the past?

Mark Conrad, who calls the O’Bannon case a “bellwether for intercollegiate sports,” said it reflects the pent-up pressure of several developments in the last two decades.

One is the growing popularity of college sports, something he noted may escape most New Yorkers.

“While many New Yorkers follow college basketball, we don’t really know the power of college sports and their allure because New York is a professional sports town,” said Conrad, whose most recent book is *The Business of Sports—A Primer for Journalists*. “In other parts of the country, college sports are huge. They have become a quasi-religion. There’s no other way to put it.”

In addition, there are now many more ways for consumers to enjoy—and pay for—college sports. They include not only the video games that motivated O’Bannon to sue, but also merchandise, multiple cable sports channels, YouTube and the Internet in general.

“With the popularity of college sports and the multiplicity of platforms to disseminate the games, the athletes are more aware of what they’re not getting,” said Conrad, who recently became president of the Sport and Recreation Law Association, a nonprofit group of academics and lawyers.

If Judge Wilken rules that athletes have a right to compensation for the use of their names and likenesses, athletics director Roach predicts it will not affect Fordham because “we keep things in balance and do not place an emphasis on high-profile student-athletes.” For that matter, he believes that even schools that do will change their merchandising and marketing strategies to make sure they do not use an athlete’s name or image.



Photo by Ostill, Shutterstock

Are college athletes employees?

If compensating a college player for the use of his or her identity is a startling concept, the notion that players would form a union is even more surprising. But that's what Northwestern quarterback Kain Colter and others are calling for.

Colter and Ramogi Huma, president of the College Athletes Players Association, which wants to represent the students, argue that college football programs place such heavy demands on student-athletes that they need an organization to stand up for them. For instance, universities cover players' medical expenses while they are in school, but sports-related physical conditions that develop after graduation become the former athlete's responsibility.

"College football players sacrifice so much," said Petit, who also used to coach Division I water polo. "It is in essence a full-time job. Their sport dominates their lives. While they may be considered amateurs, their commitment level throughout is at an all-time high."

Labor law, however, limits union membership to employees of a company or institution. And therein lies the legal challenge: The players argue that they are *de facto* employees, while the NCAA says they are not.

Fordham's Roach sees the "player/employee" definition as going too far—instead, the contract between a player and a university should be simply about exchanging athletic performance for a quality education.

"A Northwestern or Fordham education might cost more than \$60,000 a year," he said. "What they're getting for being a student-athlete for that university goes well beyond that."

A complicating factor in this swirl around NCAA-university-player relations is the declining influence and possible relevance of the NCAA itself. The association is

"In so many aspects of sports, the amateur athlete in the classic sense is extinct. College athletics are probably the final frontier."

seeing its primacy challenged, for example, by a group of big football conferences—the Southeastern Conference, the Big 10, the Atlantic Coast Conference, the Big 12 and the Pacific 12—that Forbes.com estimates pulls in \$1.4 billion a year from bowls, tournaments and television.

These conferences already have created a college football playoff system largely outside the NCAA's purview that will begin next year, Conrad said. Roach noted that these same groups are pressing for greater autonomy in the way they use their athletics revenues.

"College athletics are going to change," Conrad said. "In so many aspects of sports, such as the Olympics, the amateur athlete in the classic sense is extinct already. College athletics are probably the final frontier."

Stevenson Swanson is a freelance writer based in the New York City area.

Ideas

Faculty Research

All companies want people to love their products, but can they tell when a customer is fully, loyally in their camp? Most cannot,

according to research conducted by marketing professor **Lerzan Aksoy**. Her findings challenge businesses to think harder about customer loyalty.

“The overwhelming majority of firms view customer loyalty as a top strategic priority, but only one in four has a formal definition of [it],” Aksoy discovered, based on interviews with senior marketing managers across 60 industries. Even when firms do gather loyalty data, they may do only half the job: They ask customers if they are happy with the company but fail to inquire about their feelings about the competition.

How to resolve the problem? Aksoy proposes that companies quantify customer loyalty not through surveys, but rather by “wallet share,” the percentage of a consumer’s total budget that he or she spends on a particular company’s product or service.

Aksoy outlines these issues in her paper “How do you measure what you can’t

define?” which was published in the *Journal of Service Management* and selected for its 2013 Robert Johnston Best Paper Award.

In the world of software development, “agile teams” are a hot trend. In the agile model, members of a team organize themselves based on their skills and strengths, rather than the usual boss-and-subordinate hierarchy. The approach emphasizes communication and is touted for flexibility, fast results and maximizing the strengths of individual team members.

But how well does it really work?

Meghann Drury-Grogan, assistant professor of communications and media management, teamed with Orla O’Dwyer of National University of Ireland, Galway, to investigate. Their paper has been accepted by the *International Journal of Information Technology and Decision-Making* and has won other industry plaudits.

Drury-Grogan and O’Dwyer found that the agile model’s process worked well when decisions were familiar, but broke down when teams encountered challenging or unfamiliar tasks. Drury-Grogan said that “there were times when the decision process was rational, and



Lerzan Aksoy

Associate Professor of Marketing



Meghann Drury-Grogan

Assistant Professor of Communications and Media Management

other times where it focused more on experience, when tasks were complex or new.” It makes sense that agile teams might not always use a rational, linear process because they are a more flexible, adaptable team structure.

What happens when doctors and other medical professionals who are treating the same patient work together and share information? This

idea, known as integrated healthcare, is a priority in the federal healthcare law passed in 2010, but many medical professionals still don’t know how to approach this new emphasis on working together. Is it simply a matter of eliminating redundant tests, or a deeper form of collaboration? **Danielle Dunne**, assistant professor of management systems, is out to help.

Dunne is working with Dr. Benjamin Kligler to study the way medical professionals work together at the Center for Health and Healing in the Department of Integrative Medicine at Mount Sinai Beth Israel, where Kligler is research director. This research is the subject of their co-authored paper, “Integration and the Practice of Medicine: A Case Study.”

Dunne plans to expand her research to include other medical practices where integrated care is well established. Ultimately, she hopes her work will identify the best practices of professionals with experience in this model of healthcare delivery, which other practitioners will be able to adopt.

Many factors contribute to the success or failure of a new product. The combination of market forces can be so complicated that product failures can seem random even when



Danielle Dunne

Assistant Professor of Management Systems

underlying patterns exist.

Mohammad Nejad, assistant professor of marketing, uses computer simulations to provide a window into these complex processes.

With colleagues at the University of Memphis and researchers at the FedEx Institute of Technology, Nejad used simulation experiments to help marketing managers understand why new products fail—as a high percentage of them do. They modeled the way consumers' adverse reactions to an innovation spread on 10 empirical social networks, examining extensive scenarios that resulted in more than 1.7 million simulation runs.

When negative word of mouth sinks a product, they found, not all criticism has an equal effect. Profits are more likely to drop based on negative reactions from a consumer with many social ties. The breadth of one's social network was a far greater factor than one's



Mohammad Nejad

Assistant Professor of Marketing

expertise about a product or likelihood to be an “early adopter” of a new product. In short: Some highly-connected individuals are social hubs; overwhelm them at your own peril.

Nejad and his co-authors also created a measurement that firms can use to help anticipate how an adverse reaction from a small group of potential customers might affect profits.

Thomas A. Wright, the Felix E. Larkin Distinguished Professor in Management, is the Fordham Schools of Business' in-house expert on character and values in the workplace.

Recently he has brought his character research into Fordham classrooms, with an eye toward helping students.

Wright's data reveals inconsistencies between the character traits students think will lead to success and their assessments of their own character



Thomas A. Wright

Felix E. Larkin Distinguished Professor in Management

strengths. Could these discrepancies be resolved to better set up students to succeed in both work and life? Wright is using his data to inform character-building classroom exercises. Meanwhile, his case study of the power-lifter, actor and entrepreneur Gus Rethwisch, titled “When Character and Entrepreneurship Meet: A View from the World of Sport,” has been accepted for publication in *The Journal of Business and Management*.

These days, it seems that young children are more frequent users of mobile apps than their parents.

Nearly every toddler in a doctor's office waiting room is glued to an iPhone. It's up to mothers and fathers to figure out which apps are acceptable for their children—and, according to research conducted by **Yilu Zhou**, Android and iOS maturity ratings are not much help.



Yilu Zhou

Associate Professor of Information Systems

Zhou, an associate professor of information systems, brought her background in data mining and artificial intelligence to bear on this question. Collaborating with faculty at Pennsylvania State University, she revealed “inconsistencies and ambiguities” in the maturity-rating policy for apps on both major platforms, potentially exposing young people to depictions of violence, drug and alcohol use and other mature content.

Zhou's team developed an algorithm to better predict an app's maturity level based on the developer's description and user reviews. They presented their paper, titled “Is This App Safe for Children? A Comparison Study on Maturity Ratings on Android and iOS Applications,” at the 22nd International World Wide Web Conference last year.

by Sarah Trefethen

Talk

Crime and punishment in the NFL

The troubled relationship between Miami Dolphins players Richie Incognito, 30, and Jonathan Martin, 24, was brought to the public eye when Martin alleged that Incognito bullied him with inappropriate comments in the locker room over two seasons. The scandal, which led to an NFL investigation, not only cast a shadow on the team's 2013 season, but also fueled public scrutiny and a vigorous debate about the behavior of professional athletes.

Photo by Todd France



Benjamin M. Cole
Assistant Professor of
Management Systems

Benjamin M. Cole, assistant professor of management systems at Fordham, shared his thoughts on how the NFL handles deviant behavior on the part of its players.

Q: What is your take on the Jonathan Martin bullying case?

A: My research with Marvin Washington of the University of Alberta and Brian Soebbing of Louisiana State University shows that the NFL

really does care what people think about the league. Our study of citations and arrests for off-field behavior reveals that even when you control for the content of the crime itself, the probability of the NFL punishing a player for a run-in with the law is strongly affected by societal pressure.

Q: What do you mean by societal pressure?

A: We measure two factors in the pressure the league faces to take punitive measures. First, we find that the greater the media coverage of a player's arrest, the higher the probability that the league will punish the player via fines, suspensions or expulsions. Second, we find that if other NFL players were in trouble with the law within the last month, a player faces a higher probability of being punished for his own incident. It's as if the league feels compelled to do something—anything—because lots of incidents are building up in a short

period of time. That creates pressure on the league to answer to a perception that things are getting out of control. And remember, these results are controlled for the content of the crime, how it was adjudicated in court, the relative reputation and status of the player, and so on.

Q: Do you think the NFL is feeling pressure as media coverage of the Martin bullying scandal has increased?

A: Without doubt. Incognito was suspended with pay in December, and the league has already announced plans to introduce new standards of behavior for players and coaches. It will be interesting to see if further punishments are forthcoming for this locker-room behavior as well.

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Hedge fund manager and finance adjunct David Talbot led 14 Gabelli School students on a study tour as a highlight of his course Investing in Turkey. The students spent spring break visiting Turkish corporations and equity analysts.

