Cover, Front Matter & Editorial Board
Journal of Business and Leadership: Research, Practice, and Teaching

Call for Manuscripts
Deadline: May 15, 2007

Journal of Business and Leadership is a refereed publication. The aim of this journal is to provide a forum for current thoughts, techniques, theories, issues, trends, and innovations in the business and leadership fields. All manuscripts submitted to the journal will be subject to the double-blind referee process.

Manuscript Guidelines for Prospective Authors

FORMAT
- Manuscripts should be typed on a standard size paper (8.5 by 11) and should not exceed 25 pages, including references, appendixes, tables, and figures.
- The manuscript must use Microsoft Word and should be typed in a 12-point font. It must be double-spaced (excluding references, appendixes, tables, and figures). All margins are one inch.
- Main headings should be centered and typed in all capitals. Example: INTRODUCTION.
- Secondary headings should be typed flush with the left margin and in small letters, with major words beginning with capitals. Example: Learning Models.
- Tables, figures, and graphs should be included where they are discussed. DO NOT INCLUDE NOTATIONS LIKE INSERT TABLE 1 ABOUT HERE.
- Do not paginate within the manuscript. Pencil in page numbers on the bottom of the hard copy.
- Do not use footnote in your manuscript.
- Citations should be made in the text by enclosing the cited author’s name and the year of the work cited in parentheses. Example: Several studies (Johnson, 1999; Smith, 1998; Green, 1997) support this finding.
- Direct quotations must give a page number(s); these follow the date of publication and are separated from it by a colon. Example: Johnson indicated that writing is a difficult process (1995: 6).
- The title page should include the title of the manuscript and appropriate contact information (authors’ names, affiliations, complete address, contact numbers, including alternate phone numbers, e.g., cell, summer phone numbers, etc, and e-mail addresses).
- NO INTERNET CITATIONS.
- The second page should repeat the title of the manuscript and a brief (not to exceed 100 words) abstract. Excluding title page, the manuscript should not contain the name of the author or any affiliation that would allow the reviewer to determine authorship.

ASSUMPTIONS
- Authors have submitted original work and made every effort to ensure accuracy of the manuscript.
- Accepted ethical standards have been applied in the research and/or preparation of the manuscript submitted for publication.
- Authors have obtained appropriate permissions so that the publication of the manuscript would not violate any copyright or other personal or proprietary rights of others.

Publication decisions are based on the recommendations of the journal’s editorial board. Submissions are typically assigned to three reviewers for consideration. Weak or inappropriate submissions may be returned to authors without formal reviews.

Authors should submit their manuscripts electronically to: jbl@fhsu.edu or mzainuba@fhsu.edu

Inquiries should be addressed to: Dr. M. A. Zainuba, Editor
Journal of Business and Leadership: Research, Practice, and Teaching
College of Business and Leadership
Fort Hays State University
600 Park Street
Hays, Kansas 67601
785-628-5503 Phone
785-628-5398 Fax
mzainuba@fhsu.edu

http://scholars.fhsu.edu/jbl/vol2/iss1/1
Mohamed Zainuba, Editor

Editorial Review Board

Rebecca Abraham
Nova Southeastern University

Lisa Lindley
Gustavus Adolphus College

Masha Rahnama
Texas Tech University

Kathleen Arano
Fort Hays State University

Steven Maranville
University of Houston-Downtown

Hedayeh Samavati
Indiana University - Purdue University

Rafiqul Bhuyan
California State University, Sacramento

Erika Marsillac
University of Toledo

Jon Shapiro
Northeastern State University

William Donoher
Bradley University

Mary Martin
Fort Hays State University

Lawrence Silver
Southeastern Oklahoma State University

Mark Fulford
Central Missouri State University

Angela Mitchell
Wilmington College

Jerry Stark
Fort Hays State University

Susan Gaffney
Governs State University

David Noer
Elon University

Christine Stinson
Ferrum College

Jeff Grover

Crystal Owen
University of North Florida

Steven Stovall
Wilmington College

Indiana Wesleyan University

David Palmer
University of Nebraska at Kearney

Carolyn Stumph
Indiana University - Purdue University

Konrad Gunderson
Missouri Western State University

David Pan
Northeastern State University

Aysar Philip Sussan
University of Central Florida

Adele Harrison
College of Saint Mary

Patricia Parker
Maryville University

Robert Weigand
Washburn University

Rita Jones
Columbus State University

David Parmenter
West Texas A&M University

Steve Williams
Fort Hays State University

Troy University

James Quick
University of Texas at Arlington

Cheryl Wyrick
California State Polytechnic University Pomona

University of Minnesota, Morris

Journal of Business and Leadership: Research, Practice, and Teaching is published annually by the Management Development Center, College of Business and Leadership, Fort Hays State University, Hays, Kansas 67601.

Views and opinions expressed in the Journal are those of the authors and do not necessarily reflect the views of staff of Management Development Center, College of Business and Leadership, or Fort Hays State University. The authors assume responsibility for the accuracy of facts published in the articles.

Manuscripts submitted for possible publication should be electronically submitted to the editor. Please comply with the call for manuscripts guidelines.

To order the Journal, please contact Dr. M. A. Zainuba, Editor, College of Business and Leadership, Fort Hays State University, 600 Park Street, Hays, Kansas 67601, 785-628-5503, mzainuba@fhsu.edu.

Copyright 2006, Management Development Center, College of Business and Leadership, Fort Hays State University.
CONTENTS

1 Impact of securitized real estate on portfolio performance under alternative market conditions
Marcus Allen, Florida Atlantic University
Kenneth Wiant, Tennessee Tech University

9 Analysis of the financial indices of the nafta member countries
Rafiqul Bhuyan, California State University
Andrija Popovic, Department of Social Development
Yoshi Fukasawa, Midwestern State University

20 Determinants of option spreads in a multiple listing environment
Rebecca Abraham, Nova Southeastern University
Charles Harrington, Nova Southeastern University

28 Opinion on independent auditors' opinions of substantial doubt: A NASDAQ non-compliance evaluation
Jeff Grover, Indiana Wesleyan University
Angeline Lavin, University of South Dakota

37 Escalating commitment to failing financial decisions: Why does it occur?
John Morgan, Winona State University
James Hansen, Minnesota State University-Moorhead

46 Entrepreneur-investor negotiations: Investigating the power gap
Karen Page, University of Wyoming
Robert Sprague, University of Wyoming

54 Transformational mentoring: What role does mentoring play in the development of transformational leaders?
Lynda St. Clair, Bryant University
Ronald Deluga, Bryant University

70 About synergy and dissynergy: Change, strategic and chaotic decision choices, and resultant outcomes
Chris Crawford, Fort Hays State University

78 Empirical study of public bureaucratic and private non-profit organizations and the adoption of a market orientation
Leslie Tworoger, Nova Southeastern University
Thomas Tworoger, Nova Southeastern University

87 Leadership effectiveness: A “new” integrative leadership model
Raj Selladurai, Indiana University Northwest

99 Polychronic leader: What would leadership research look like if we considered polychronicity?
David Palmer, University of Nebraska at Kearney

108 Role of implicit personality theory in leadership research
Lawrence Silver, Southeastern Oklahoma State University
Debbie Silver, Debbie Silver Presents
116 Neohumility and business leadership: Do they belong together?
Pareena Lawrence, University of Minnesota, Morris

127 Transformational leadership and cultural values: Are they related to desired organizational outcomes?
Josephine Sosa-Fey, Texas A & M University-Kingsville
Barbara Dastoor, Nova Southeastern University

138 Continuing confusion - Are managers and leaders different?
David Curtis, Governors State University

148 Using executive coaching as a tool for personal and professional leadership development within business school education
Stephen Brock, Kennesaw State University
Deborah Roebuck, Kennesaw State University
Janice Barrow, Kennesaw State University

158 In-process R&D (IPRD) write-off misclassifications in COMPUSTAT: An econometric evaluation
Lolita Paff, Penn State Berks

170 Making the decision to outsource a service department: Who should deliver internal audit services?
Hubert Glover, Howard University
Jeffrey McMillan, Clemson University
Jean Wells, Howard University

177 Capstone approach for teaching financial instruments in intermediate financial accounting
Konrad Gunderson, Missouri Western State University

186 Comprehensive audit of the criteria used for scoring applicants for consumer credit
Joel Jolyemi, Tennessee State University
Linda Carr, Tennessee State University

203 American social contract: Retirement, insurance and financial viability
Hedayeh Samavati, Indiana University - Purdue University Fort Wayne
Carolyn Stumph, Indiana University - Purdue University Fort Wayne
David Dilts, Indiana University - Purdue University Fort Wayne

210 Using spreadsheet-based simulation to evaluate the fairness of the USGA golf handicap index
Andrew Tiger, Southeastern Oklahoma State University
Kashif Ur-Rehman, Southeastern Oklahoma State University
Chandra Hurst, Southeastern Oklahoma State University