

Volume 7, Number 2

**Print ISSN 1944-656X
Online ISSN 1944-6578**

BUSINESS STUDIES JOURNAL

Editor

**Gary Schneider
Quinnipiac University**

The official journal of the
Academy for Business Studies,
an Affiliate of the Allied Academies

The *Business Studies Journal* is owned and published by Jordan Whitney Enterprises, Inc. Editorial content is under the control of the Allied Academies, Inc., a non-profit association of scholars, whose purpose is to support and encourage research and the sharing and exchange of ideas and insights throughout the world.

Authors execute a publication permission agreement and assume all liabilities. Neither Jordan Whitney Enterprises nor Allied Academies is responsible for the content of the individual manuscripts. Any omissions or errors are the sole responsibility of the authors. The Editorial Board is responsible for the selection of manuscripts for publication from among those submitted for consideration. The Publishers accept final manuscripts in digital form and make adjustments solely for the purposes of pagination and organization.

The *Business Studies Journal* is owned and published by Jordan Whitney Enterprises, Inc., PO Box 1032, Weaverville, NC 28787, USA. Those interested in communicating with the *Journal*, should contact the Executive Director of the Allied Academies at info@alliedacademies.org.

Copyright 2015 by Jordan Whitney Enterprises, Inc., USA

EDITORIAL BOARD MEMBERS

Ismet Anitsal
Tennessee Tech University
Cookeville, Tennessee

Thomas M. Box
Pittsburg State University
Pittsburg, Kansas

Susan Conners
Purdue University Calumet
Hammond, Indiana

Ramaswamy Ganesan
King Saud University
Riyadh, Saudi Arabia

Jeff Jewell
Lipscomb University
Nashville, Tennessee

Vivek Shankar Natarajan
Lamar University
Beaumont, Texas

Durga Prasad Samontaray
King Saud University
Riyadh, Saudi Arabia

Brian A. Vander Schee
Aurora University
Aurora, Illinois

Santanu Borah
University of North Alabama
Florence, Alabama

Steven V. Cates
Kaplan University
Phoenix, Arizona

Carolyn Gardner
Kutztown University
Kutztown, Pennsylvania

Lewis Hershey
Fayetteville State University
Fayetteville, North Carolina

Marvin P. Ludlum
University of Central Oklahoma
Edmond, Oklahoma

Sanjay Rajagopal
Western Carolina University
Cullowhee, North Carolina

David Smarsh
International Academy of Genius
Monterrey, California

Daisy Wang
University of Tennessee Martin
Martin, Tennessee

TABLE OF CONTENTS

EDITORIAL BOARD MEMBERS.....	III
LETTER FROM THE EDITOR.....	VII
CORPORATE GOVERNANCE IN INDIA: CHALLENGES FOR EMERGING ECONOMIC SUPER POWER.....	1
Siva Prasad Ravi, Thompson Rivers University	
LOST IN SPACE: THE CASE FOR (OR AGAINST) THE OPEN OFFICE	19
Traci L. Austin, Sam Houston State University	
Janice V. Kimmons, Lamar University	
Lucia S. Sigmar, Sam Houston State University	
INSTRUCTOR'S NOTES	
LOST IN SPACE: THE CASE FOR (OR AGAINST) THE OPEN OFFICE	22
Traci L. Austin, Sam Houston State University	
Janice V. Kimmons, Lamar University	
Lucia S. Sigmar, Sam Houston State University	
SOCIAL FRACTIONALIZATION AND ECONOMIC GROWTH: A LITERATURE BASED FORECAST FOR ARAB SPRING ECONOMIES' GROWTH CHALLENGE.....	27
Tamer Rady, Ain-Shams University	
IS THERE A GENDER PAY GAP IN BUSINESS SCHOOLS?	39
Wibawa Sutanto, Prairie View A & M University	
Reginald L. Bell, Prairie View A & M University	
Qiang Fei, Prairie View A & M University	
Janine Scott, Prairie View A & M University	
SUBJECTIVE FINANCIAL WELLBEING AND INCIDENCE OF INDEBTEDNESS AMONG YOUNG WORKERS IN MALAYSIA	57
Geetha Subramaniam, Universiti Teknologi MARA, Malaysia	
Ershad Ali, St. Helens, New Zealand	
Balasundram Maniam, Sam Houston State University	

THE INFLUENCE OF ORGANIZATIONAL EFFECTIVENESS AND OTHER CORRELATES ON THE JOB SATISFACTION OF STAFF EMPLOYEES AT FOUR YEAR INSTITUTIONS OF HIGHER EDUCATION.....	67
Floyd F. Quinn, Texas State University	
Debbie M. Thorne, Texas State University	
THE TRADE BALANCE AND THE REAL EXCHANGE RATE IN BELARUS: A COINTEGRATION APPROACH.....	85
Vera A. Adamchik, University of Houston-Victoria	
A REVIEW OF BUSINESS COMMUNICATION UNDER THE LEADERSHIP FUNCTION	99
Reginald L. Bell, Prairie View A & M University	
Clive Muir, Stephen F. Austin State University	

COMPARISON OF TAX/LEGAL RESEARCH SERVICES

Theresa Tiggeman, University of the Incarnate Word

April Poe, University of the Incarnate Word

Michael Forrest, University of the Incarnate Word

ABSTRACT

The main goals of tax research include answering tax questions and communicating information. Additionally, the tax researcher needs to work efficiently and effectively. This paper introduces commercial tax services as tools to conduct efficient and effective tax research. Moreover, this paper discusses specific commercial services including RIA Checkpoint (RIA), CCH IntelliConnect (CCH), Bloomberg BNA U.S. Income Portfolios Library, Lexis-Nexis, LexisNexis Academic, and Westlaw. Karlin (2009) cites advantages of tax research services including libraries, searches, and links.

INTRODUCTION

Magro and Nutter (2012) studied experience in making tax decisions and found that “lack of experience is a primary concern of corporate tax executives” (p. 292). They stated “the tax function is a leading cause of material weaknesses and restatements under Sarbanes-Oxley and tax executives cite increasing difficulty in hiring and retaining qualified professionals” (p. 291). In a survey of accounting firms, communication was determined to give an accounting firm a competitive edge (Blanthorne, Bhamornsiri, & Guinn, 2005). Communication ranked second out of six factors for promotion (Blanthorne, et al., 2005). The main goals of tax research include answering tax questions and communicating resulting information (Raabe, Whittenburg, Sanders, & Sawyers, 2012; Rupert, Pope, & Anderson, 2015). Additionally, the tax researcher needs to work efficiently and effectively. This paper describes commercial tax services as tools to conduct efficient and effective tax research. Moreover, this paper discusses specific commercial services including RIA Checkpoint (RIA), CCH IntelliConnect (CCH), Bloomberg BNA U.S. Income Portfolios Library (BNA), Lexis-Nexis, LexisNexis Academic, and Westlaw. Karlin (2009) cites advantages of tax research services including libraries, searches, and links.

ETHICS OF USING COMMERCIAL TAX SERVICES

Using commercial services efficiently and effectively allows a tax researcher to find solutions to problematic issues in taxation (Karlin, 2009; Needleman, 2013; Raabe et al., 2012). Commercial services typically lead researchers to consult primary and secondary sources within one website (Karlin, 2009; Raabe et al., 2012). Primary sources include tax laws, regulations, court cases, and treaties. Primary sources have a high level of authority and can be relied on by tax researchers in making determinations of proper treatment of issues. Secondary sources include commentary, publisher interpretations, journal articles, and textbooks. Secondary sources are useful in understanding issues or analyzing how other taxpayers may be treating a situation,

but do not have binding or precedential authority (Karlin, 2009; Raabe et al., 2012). Moreover, all necessary supporting information needs to be incorporated into communications (Raabe et al., 2012). Raabe, Whittenburg, Sanders, and Sawyers (2012) noted that limiting tax research to just commentary (secondary source) is unethical. Such practice would also show a lack of due diligence. The tax researcher should determine and evaluate primary sources and recent changes. Fortunately, commercial tax services link directly to primary sources (Catanach, & Rhoades-Catanach, 2013; Karlin, 2009; Raabe et al., 2012). Raabe et al. (2012) warned, “professional judgment is required because the controlling law is imprecise and can be interpreted differently by the taxpayer, the IRS, and the courts” (p. 194).

CATEGORIES OF COMMERCIAL TAX SERVICES

Two categories of commercial tax services include annotation and topical (Catanach, & Rhoades-Catanach, 2013; Karlin, 2009; Raabe et al., 2012). Some authors refer to annotated tax services as code-oriented (Karlin, 2009). Compilations are another name for annotated tax services (Raabe et al., 2012). The grouping of annotations or code-oriented classifications revolves around the Internal Revenue Code (IRC) sections (Karlin, 2009; Raabe et al., 2012). These authors noted that annotations provide summaries of the code by the tax service editorial staff. Additionally, annotations summarize “related court cases and administrative rulings” (Raabe et al., 2012, p. 192).

Topical tax services report results of tax research projects with an integrated approach (Karlin, 2009; Raabe et al., 2012). These authors discussed that topical tax services assist tax researchers by bringing together information grouped by relevant code sections. Topical tax services, compared to annotations, have longer explanations, are easier to comprehend, and are a good starting point for the tax researcher (Karlin, 2009). Karlin (2009) pointed out that the less familiar a researcher is about a code section, the more benefit there is to be gained by using topical tax services. However, some authors noted that “the distinction between the two methods was important in a paper environment, but now, with the advent of keyword searches, it’s less significant” (Catanach, & Rhoades-Catanach, 2013, para. 6). It is important to note that a topical tax service may not provide full coverage of all code sections, so if support is not located within a topical tax service, the researcher needs to expand his or her search through code-oriented services.

As the tax researcher prepares to conduct a search, the following decision tree might be helpful to keep in mind. If a particular code section, ruling, or tax case is known, a citator service will provide a listing of other sources that have cited the same provision. This is often a good starting place for a research project. Then, when delving into further research, the researcher can proceed either with sources that are organized around particular legal provisions, such as Internal Revenue Code sections, or by the topical subject matter of the research issue. The discussion below introduces various tax research tools that will aid the tax researcher.

CITATORS

Tax researchers must deal with volumes of information in a constantly changing tax world (Catanach, & Rhoades-Catanach, 2013; Karlin, 2009; Raabe et al., 2012). These authors discussed the ability of a tax researcher to employ a citator to trace the origins and changes of legal sources. In addition, citators increase efficiency in the tax research process by identifying the current legal standing of a particular provision. The citator lists the “cases, revenue rulings and revenue procedures that have ever cited a ruling” (Karlin, 2009, p. 130). Some limitations of citators are potentially not referencing all documents related to the tax question and not effectively guiding the researcher to other resources (Karlin, 2009; Raabe et al., 2012). However, Raabe et al. (2012) cautioned “the citator is a vital tool in the research process...only careless or improperly trained practitioners rely on legal sources that have not been checked through a citator” (p. 243). Commerce Clearing House (CCH), Research Institute of America (RIA), LexisNexis, through Shepard’s, and Westlaw, through KeyCite, all offer citators (Raabe et al., 2012).

RIA CHECKPOINT

The Research Institute of America sponsors RIA Checkpoint (Karlin, 2009; Needleman, 2013; Raabe et al., 2012). RIA began in 1935 as a research source (Williams, 2014). RIA Checkpoint provides the tax researcher with keyword searches in both technical and natural language (Karlin, 2009; Rupert et al., 2015). Other search features include citation and content searching (Raabe et al., 2012).

Features of RIA Checkpoint include the Federal Tax Coordinator (FTC), a value added topical research tool (Karlin, 2009; Raabe et al., 2012). The FTC highlights the search keyword, provides the title, and includes editorial comments called observations (Raabe et al., 2012). The FTC employs hyperlinks to locate primary sources (Karlin, 2009; Raabe et al., 2012). Tax researchers cite primary sources after evaluation; however, “paragraph numbers of the FTC should **not** be cited as support by a tax professional” (Raabe et al., 2012, p. 198, original emphasis). Another valuable tool in RIA Checkpoint is the United States Tax Reporter (USTR) (Catanach, & Rhoades-Catanach, 2013; Raabe et al., 2012). The USTR annotates primary tax laws and regulations, and explains tax cases and other rulings (Hoffman, Raabe, Maloney, Young, & Smith, 2015; Raabe et al., 2012). Such a source is useful for honing in on specific code sections. A useful feature of the USTR is its New Matter or Recent Developments volume that provides a reference table for new information not yet included in the main data set (Karlin, 2009). Additionally, the USTR contains a topical source, Federal Tax Coordinator 2d (Catanach, & Rhoades-Catanach, 2013; Hoffman et al., 2015). Topical searches are more applicable for retrieving multiple code sections. RIA Checkpoint also provides well-respected journals known as Warren, Gorham & Lamont (WG&L) (2013; Karlin, 2009; Raabe et al., 2012; Williams, 2014). These journals originated in 1961 (Williams, 2014). Many entities, corporations, firms, and even the Supreme Court use these journals as secondary tax research resources (Karlin, 2009; Williams, 2014).

CCH INTELLICONNECT

Raabe et al. (2012) compares CCH IntelliConnect (CCH) to RIA Checkpoint. These authors noted that CCH is more streamlined than RIA. All CCH databases employ keyword searching. Additionally, CCH has a thesaurus in the background of the search function (Catanach, & Rhoades-Catanach, 2013; Raabe et al., 2012). CCH also has the feature of date limitations for searches (Raabe et al., 2012). In contrast, RIA Checkpoint has a date filter, but it is limited and does not apply to all types of searches. CCH uses filters to categorize results. For example, one filter, Results by Library, finds editorial information. The Documents Type filter brings forth journals, annotations, and other resources (Raabe et al., 2012). CCH has a resource, Tax Research Consultant (TRC) that mirrors RIA's Federal Tax Coordinator. CCH's Standard Federal Income Tax Reporter (SFITR) is a code section-based tool that resembles the United States Tax Reporter. Like RIA, CCH has journals and other secondary resources (Raabe et al., 2012). CCH and RIA both issue daily updates (Needleman, 2013). The Master Tax Guide contained in CCH is an excellent source for answering basic tax questions (Catanach, & Rhoades-Catanach, 2013, 2013; Raabe et al., 2012). Because it allows the researcher to view the tax code by year, CCH provides tax archives that assist professionals in audit situations (Raabe et al., 2012). Finally, CCH utilizes citation templates for locating information when citation information is lacking (Raabe et al., 2012).

BNA PORTFOLIOS

BNA includes over 200 "portfolios" which discuss, in depth, specific tax issues (Karlin, 2009; Raabe et al., 2012). "The portfolios are unique because they are written for professionals, by professionals" (Raabe et al., 2012, p. 209). The strength of BNA is in its topic oriented approach, which users can access through a search or table of contents by topic (Karlin, 2009; Raabe et al., 2012). Portfolios can be described as small textbooks covering specific issues. For any included topic, all relevant code sections are discussed, reducing the chance that an exception or an appropriate code section is not located. Some examples of portfolio topics include attribution rules, bankruptcy, corporate reorganizations, and disregarded entities. BNA portfolios are written by identified experts for each topic and provide well-integrated tax planning discussions. A subscription to BNA is often purchased as an addition to one of the code-oriented services such as CCH, RIA, Westlaw, and LexisNexis. Although it is topic oriented, the portfolios are completely cited. The relevant full texts of primary sources cited are hyperlinked so that they can be accessed directly (Karlin, 2009; Raabe et al., 2012).

Lexis relates to tax and legal tools while Nexis provides news-oriented information (Raabe et al., 2012). The Tax Center in LexisNexis facilitates tax professionals in research. Geared to attorneys, the Tax Center is not as efficient as RIA or CCH (Altshuler, 2001; Raabe et al., 2012). However, Lexis provides Auto-Cite which is an excellent citation service (Altshuler, 2001). Moreover, LexisNexis provides information about specific firms (Catanach, & Rhoades-Catanach, 2013). The "LexisNexis Dossier can deliver profiles on approximately 35 million companies as well as on 1,000 industries" (Catanach, & Rhoades-Catanach, 2013, para. 32).

LexisNexis has the following tax services: Federal Code Reporter, and Tax Advisor and Federal Topical (Raabe et al., 2012). Like RIA and CCH, LexisNexis has primary sources and secondary analytical information. The keyword search is much like RIA using KeyWord in Context (KWIC). Another feature of LexisNexis is Get a Document that will retrieve documents by entering recognized citation formats (Raabe et al., 2012).

LexisNexis Academic, provided by many universities in their academic libraries, offers a less detailed version (Raabe et al., 2012). The tax research function retrieves primary sources, journals, and other informational sources. Like other services, LexisNexis Academic employs keywords searching in natural language, or KWIC terms (Raabe et al., 2012).

WESTLAW

Because Westlaw markets mainly to attorneys, it is not as prevalent as RIA and CCH in accounting tax research (Raabe et al., 2012). Tax firms employing attorneys often use Westlaw (Raabe et al., 2012). Westlaw provides KeyCite, which is an excellent citator (Altshuler, 2001; Raabe et al., 2012). Westlaw contains an extensive database providing access to RIA, CCH, “law reviews, legal texts, various tax news services, and the WG&L treatises, manuals, journals, and newsletters” (Raabe et al., 2012, p. 211). Because it provides such a wide array of entry points for database searching, Westlaw designed a new research product, WestlawNext, which allows researchers to commence a search without having to select a particular database first (Knapp & Willey, 2013; Raabe et al., 2012). A WestlawNext search mirrors, or has the same “feel,” as a Google search because it provides broader search capabilities, allowing the researcher to locate relevant law with natural language searching, which is easier to use than technical based search vehicles, that, for example, require Boolean logic. Because Westlaw incorporates so many databases, a useful feature is the Database Wizard (Raabe et al., 2012). The Westlaw Wizard guides tax researchers by organizing a subject using two or fewer databases (Westlaw, 2009). Westlaw includes a thesaurus and other types of search tools to make creating pertinent searches more convenient (Raabe et al., 2012). Adding the tax tab enables tax researchers to locate tax materials and databases. Results Plus reveals to the researcher other search strategies to consider. Another feature is the West Key Numbering System (Key Number), an organizational tool, which allows a researcher to “perform either a keyword search or drill down through the list of topics” (p. 216). KeySearch works with Key Number to locate material when the researcher is not familiar with a certain area of the tax code (Raabe et al., 2012).

CONCLUSION

A tax researcher typically is familiar with many tools to locate applicable authority to support a conclusion or position for a tax issue. Depending on where the researchers work, they may not have access to more than one of the major services or even a lesser well known service that this paper did not discuss. In case tax professionals change jobs, or the employer switches the services it purchases, or the researchers themselves change the service they have access to, they should be familiar with the major options. They should also be aware of the capabilities and

relative strengths and weaknesses of the major services. Since the inception of the major tax research services, when they were paper versions filling many binders, the online services are more convenient and powerful, but there still is not just one accepted “best” choice for research.

REFERENCES

- Altshuler, A. (2001). An overview of five internet legal research alternatives to Westlaw and LexisNexis. *Virginia Lawyer*, 19-14.
- Blanthorne, C., Bhamornsiri, S., & Guinn, R. E. (2005). Are technical skills still important? *CPA Journal*, 75(3), 64-65.
- Catanach, C. A., Lafond, A. & Rhoades-Catanach, S. (2013). Make tax research less taxing. Retrieved from <http://www.journalofaccountancy.com/Issues/2008/Jan/MakeTaxResearchLessTaxing.htm>
- Hoffman, W. H., Raabe, W. A., Maloney, D. M., Young, J. C., & Smith, J. E. (2015). *Corporations, partnerships, estates, & trusts* (2015 ed.). Stamford, CT: Cengage Learning.
- Karlin, B. (2009). *Tax research* (4th ed.). Upper Saddle River, NJ: Pearson.
- Knapp, M., & Willey, R. (2013). Comparison of research speed and accuracy using Westlaw classic and WestlawNext. *Legal Reference Services Quarterly*, 32(1), 126-141. doi:10.1080/0270319X.2013.766487
- Magro, A. M., & Nutter, S. E. (2012). Evaluating the strength of evidence: How experience affects the use of analogical reasoning and configural information processing in tax. *Accounting Review*, 87(1), 291-312. doi:10.2308/accr-10161
- Needleman, T. (2013). The new face of research. *Accounting Today*, 27(11), 38.
- Raabe, W. A., Whittenburg, G. E., Sanders, D. L., & Sawyers, R. B. (2012). *Federal tax research* (9th ed.). Mason, OH: Southwestern Cengage Learning.
- Rupert, T. J., Pope, T. R., & Anderson, K. E. (2015). Tax research. *Prentice Hall's federal taxation* (2015th ed., pp. 1-41). Upper Saddle River, NJ: Pearson.
- Westlaw. (2009). Accessing a database using the Westlaw tax directory. Retrieved from http://help.tax.westlaw.com/WebHelp/Accessing_a_Database_Using_the_Westlaw_Tax_Directory.htm
- Williams, C. (2014). RIA and WG&L Retrieved from <https://tax.thomsonreuters.com/products/brands/checkpoint/ria-wgl/>