

INNOVATIVE BUSINESS

at BAYLOR



PROVIDING KNOWLEDGE FOR
BUSINESS PRACTITIONERS

SPRING 2017

THE HALLS AT THE PAUL L. FOSTER CAMPUS FOR BUSINESS AND INNOVATION

bustle with faculty and student researchers who are making leaps and bounds in their respective areas of expertise.

This publication, *Innovative Business at Baylor*, presents a handful of these researchers biannually as a glimpse into some of the extensive work being done at the Hankamer School of Business.

This issue features the following:

- ▶ Management faculty members **Emily Hunter** and **Sara Perry** discuss how to effectively manage innovators.
- ▶ New Assistant Professor of Marketing **Ashley Otto** explores how people who hate decisions sidestep decision-making.
- ▶ **Yoo-Mi Chin**, assistant professor of Economics, shares her dedication to domestic violence research.

Read on to learn about their work and the work of other dedicated faculty members in the Hankamer School of Business. It is our hope this issue of *Innovative Business at Baylor* illuminates some of the impactful scholarship occurring at Baylor Business while potentially providing personal and professional insights too.



TERRY S. MANESS
Dean, Hankamer School of Business

SARA PERRY &
EMILY HUNTER

MANAGING AND RETAINING INNOVATORS

ORGANIZATIONAL LEADERS OF SCIENTISTS AND ENGINEERS are faced with a common challenge: How can leaders best manage commitment among these innovators?

Department of Management professors Sara Perry, an assistant professor, and Emily Hunter, an associate professor, along with Steven C. Currall, provost and vice president for academic affairs at Southern Methodist University, decided to look into the issue.

Through their research, they found the relationship between organizational and professional commitment was positively related. Those relationships were moderated by two factors: organizational productivity in late-stage technology transfer (i.e., licenses, industry standards, jobs created) and the researcher's perceived role significance.

"Organizational and professional commitment are not necessarily incompatible among these innovative professionals, as sometimes thought. Instead, we found a positive association between them, meaning leaders may be able to foster both at the same time," said Perry.

"Managing the Innovators: Organizational and Professional Commitment among Scientists and Engineers," which was published in *Research Policy* in 2016, investigated the relationship between innovators and their commitment to their profession and organization.

Their research included data from 255 scientists and engineers working in 22 National Science Foundation-funded engineering research centers, which are hybrid, research-focused organizations comprised of universities, industry and governmental partners.

They found the strongest positive relationship between innovative orientation and organizational commitment among researchers who worked in highly productive organizations (in terms of late-stage technology transfer) and who also felt they had significance in their organizations.

"We found that highly innovative scientists and engineers may be most committed to work in organizations that make a larger impact outside the research laboratory, especially when those individuals understand their own significant role in that impact," said Perry.

Their analysis also revealed highly innovative, more senior researchers (associate and full professors) who perceived high role significance were the most likely to report higher levels of both organizational and professional commitment.

"Even when success is not imminent or highly visible, organizational leaders may be able to simulate these conditions by emphasizing small wins and communicating the less visible ways the organization is making an impact—all while also emphasizing each individual's important role in that work," said Perry.

Those in leadership roles are in an interesting position to motivate these unique individuals in their organization and their field.

"Leaders may be behooved to try to find synergy between professional and organizational commitment, since there are important advantages to both. Perhaps by emphasizing a sense of belonging and impact to the organization while also supporting involvement within the broader profession," said Perry.

Although it is said that innovative individuals are not likely to be very loyal to their organization because of rules, bureaucracy and structure, the researchers believe leaders can help retain these individuals.

"We suggest that leaders should protect employees, especially the most innovative ones, from some of those institutional obstacles to help improve their loyalty to the organization," said Perry. "It might even need to come in the form of encouraging and protecting creative behaviors that researchers need to exhibit to be truly innovative, but that the traditional organizational structures might not allow."

The research conducted is a step toward helping leaders not only understand innovators, but to help foster a work environment that is beneficial to all parties.



HOW PEOPLE MAKE DECISIONS WHEN THEY HATE TO MAKE DECISIONS

ASSISTANT PROFESSOR OF MARKETING ASHLEY OTTO DOESN'T LIKE MAKING DECISIONS. She's not alone. Whether it's picking where to eat for dinner or choosing a gift for a loved one, making decisions can be an aversive experience. So, how do people make decisions when they don't like to make decisions?

ASHLEY OTTO



The decision-averse engage in decision sidestepping to streamline the decision-making process. According to Otto's recent research, they can go with a default option (something given), the status quo (the norm with others), a previous decision (making the same decision again) or choice delegation (deferring to an expert's recommendation).

"What's really cool about this project is that up until this time, these strategies were all looked at in isolation," Otto said. "So no one said, 'Hey, the default bias, the status quo bias, repeat decision making and choice delegation... can all be really similar. All these different choice options are similar in that they allow people to sidestep decisions.'"

The article, "Decision Sidestepping: How the Motivation for Closure Prompts Individuals to Bypass Decision Making," was published in the Journal of Personality and Social Psychology in 2016. Otto's co-authors include Joshua Clarkson and Frank Kardes of the University of Cincinnati.

"We find that decision sidestepping is most useful for people who don't like to make decisions," she said. "People who are 'averse to decision making' are people who are motivated to achieve cognitive closure. So people who want firm answers, people who hate ambiguity, people who hate openness, these are the people who hate to make decisions. These are the people who engage in sidestepping."

For example, in one of the five experiments conducted for the project, the researchers offered participants either a pre-selected piece of candy, or the participants could select candy from a variety bag. People who desired closure were more likely to go with the default option than choose a piece of candy from the variety bag in an effort to streamline the decision-making process—even if their favorite candy was in the variety bag.

"There are real people out there who are truly averse to having to make decisions," Otto, who started working at Baylor in fall 2016, said. "They rely on these different sidestepping strategies because it streamlines the decision-making process for them."

According to the article, approximately 40 percent of participants have a high need for closure.

"I have a high need for closure, and I don't necessarily like to make decisions. I fall victim to my own research," she joked. "At the time, I was studying the need for closure construct (people who desire closure), and the different aspects of those desiring closure. I was like, 'OK, this is me. I'm clearly a person who hates openness. I like to-do lists, and I like to cross out things on my to-do list.' I started to wonder if this motivation might explain my aversion toward decision making, so that's when I decided to look into it further."

Theoretically, this is the first body of work to tie these different strategies into a single construct—the notion of decision sidestepping. Otto, who describes her work as the study of "why people don't like to make decisions and how they resolve their aversion," plans to continue this line of research. She's currently exploring how people who seek closure make decisions when there are no sidestepping options available.

TWO OF THE PRIMARY FUNCTIONS OF INVESTMENT BANKS ARE COMPANY AND MARKET ANALYSIS, AND TRADITIONAL INVESTMENT BANKING WITH CAPITAL RAISING SERVICES.

Analysts provide research covering growth opportunity, earnings outlooks, and provide buy, sell or hold ratings. Meanwhile, the investment bankers are responsible for selling securities, providing loans, mergers and acquisitions, as well as other fee-related activities. When an investment bank is trying to acquire a business and its analysts are rating the same business, the opportunity for bias becomes apparent.

"It's well documented that banks that have relationships with firms provide biased coverage. So if I have a lending relationship with you, and I provide analyst coverage, my analysts are on average a little more optimistic than the average analyst," Associate Professor and Chair of the Department of Finance, Insurance & Real Estate Mike Stegemoller said. "It's very much like me convincing someone to come to Baylor... I'm a little biased."

In the late 1990s, during the tech bubble, bias was prevalent. In what was referred to as "pumping and dumping," analysts would bolster ratings for the betterment of the investment banking side of the company.

"Before the stock went public, the analyst coverage would be, 'Oh, this is going to be a great stock! You should buy, buy, buy.' And then, the same firm who was providing that analyst coverage would take the firm public, and then these analysts would tell their best clients to dump the stock. So it's pump it up, take it public, then dump," Stegemoller explained.

Led by the then New York Attorney General Eliot Spitzer, Wall Street conflicts of interest were uncovered and put to an end with the 2003 Global Analyst Research Settlement, which required 12 of the top investment banks and analysts to be heavily fined (\$1.2 billion amongst them). Simultaneously, new regulations designed to separate analysts from bankers were put into place.

Now, nearly 15 years later, Stegemoller sought to examine the prevalence of bias before and after the settlement.

"After the settlement, the bias in those top 12 banks, essentially, disappears," he said. "They don't provide overly optimistic coverage. The other banks, that didn't have to pay out penalties, they get worse. They get more biased, actually."

With co-authors Shane Corwin and Stephannie Larocque of the University of Notre Dame, Stegemoller found the evidence consistent with the financial penalty for the 12 creating a change in their company culture. The expected costs of biased coverage outweighed the expected benefit, so they adapted. The effect increased over time as new analysts and bankers were hired and trained according to the new regulations imposed by the Securities and Exchange Commission (SEC).

But, with smaller firms that were not given consequences for biased policies, the researchers found there was little to no behavioral change. Without discipline, the evidence suggested, those investment bankers and analysts who were not penalized continued their questionable tactics and mutually beneficial relationships.

"What we're saying is, you can't just give people rules if they're doing something wrong, you have to penalize them," Stegemoller said. "Our paper basically shows that the expected benefits of this biased coverage didn't outweigh the expected costs for those 12 firms because they knew what the costs were."

The article, "Investment Banking Relationships and Analyst Affiliation Bias: The Impact of Global Settlement on Sanctioned and Non-Sanctioned Banks," was published in the Journal of Financial Economics.

The article utilized a relationship measure created by Stegemoller and Corwin, which provides a comprehensive evaluation of banks' relationships with debt, mergers and acquisitions, equity and other factors. The measure itself has been a labor of love; Stegemoller remarks that the duo began work on it before his now 9-year-old twins were born.

"Our relationship measure is a very comprehensive measure," he said. "I'd say it is the best measure of the relationship between banks and firms."

He plans to continue in this line of research, with the aid of the robust relationship measure, looking into how the investment banking industry has changed over time and how it continues to change as the industry consolidates.

MOTIVATED TO CHANGE: IMPLICATIONS OF THE GLOBAL ANALYST RESEARCH SETTLEMENT





PIERCING THE
DARKNESS:
CASTING LIGHT
ON THE **ECONOMICS**
OF DOMESTIC
ABUSE

YOO-MI CHIN

ASSISTANT PROFESSOR OF ECONOMICS
YOO-MI CHIN HAS DEDICATED HER
CAREER to the study of domestic violence
with the hope of influencing change.

The study of domestic violence in economics is rare, but there is an opportunity for economists to research and recognize potential solutions to the social issue.

“Economics is expanding,” she said. “Domestic violence isn’t within the field of traditional economics. It’s not about unemployment or economic development; it’s more about marriage. But economists look at a lot of different issues, and I see a lot more [domestic violence] papers now.”

From Bangladesh to Zimbabwe to India to the U.S., Chin has researched the policies and regulations instituted on the subject of domestic violence. With extensive data restriction issues in the U.S., most of her research is on developing countries and the bargaining power of women.

“Bargaining theory says any economic conditions favorable to women raise their bargaining power, so they’ll be treated better at home,” she said. “But in developing countries, it doesn’t work that way all the time.”

In India, previous research has shown working women are abused more than nonworking women.

“There’s a positive correlation,” she said. “But this positive correlation does not necessarily mean women’s work causes more violence. These women may not be beaten because they work; they may work because they are beaten.”

She closely examined data to identify a causal effect. In fact, in rice-growing areas of the country where the labor force includes more women, there is less domestic abuse when higher rainfall increases demand for female labor. But, according to Chin, there’s no bargaining going on. The reduction in violence is a reduction in exposure—they’re simply not at home as often. It’s not a result of their higher bargaining power.

In Bangladesh, women can receive a small amount of credit through a national microcredit program. The program aims to empower women, and ultimately, see money spent in better ways (i.e. on children’s needs).

“There’s a negative correlation in their microcredit participation and domestic violence,” she said. “But this may not be evidence of an empowering effect of microcredit. Women who choose to get microcredit usually have a more democratic atmosphere in the home

and tend to be more educated. Once these pre-participation differences are taken into account, a negative correlation easily disappears.”

Recently, a domestic violence law was introduced in Zimbabwe. Although the law was introduced at the national level, rural areas are still ruled by common law, which includes marriage law. So, there were inconsistencies in the degree of execution of the law.

Comparing couples married before and after the law was introduced, Chin found that, in urban areas, couples married after the marriage law reported higher violence within their marriage. It is unclear, however, whether violence is now being reported more or if there are actually more incidents. She therefore examined whether the law changed women’s attitudes toward domestic violence. Chin thought, “If women accept violence less as an inevitable component of marriage, they will report violence more.” But she found women were being more defensive and decriminalizing their husbands’ behavior more.

“One explanation could be they don’t have any other outside options, like once the husband is arrested and becomes a criminal, they’re going to lose the huge breadwinner in the household,” she said. “If they know it’s a crime to execute domestic violence, now, they might try to defend their husband’s behavior by belittling his behavior.”

Chin’s research has repeatedly shown that laws or policies instituted to mitigate or defer domestic abuse aren’t working in the expected ways.

“When poor countries make laws, they refer to laws created in developed countries,” she said. “Maybe we are talking about a totally different context. Their economic development level is low, and also women’s status overall in the society is very low, and most of all, these women do not have outside options. Transplanting one system into another country might not work as expected without understanding the culture.”

Unfortunately, her research is still inconclusive thus far, but she’s not giving up.

“I really wanted to see that these tactics work,” Chin said. “We really want to find a solution to these problems. I want to find what works. So far, things we’ve hoped will work, do not work as we hoped.”

PUBLICATIONS & PRESENTATIONS

ACCOUNTING & BUSINESS LAW

Laurie Burney, associate professor, authored “The Intersection of ‘Bad Apples,’ ‘Bad Barrels’ and the Enabling Use of Performance Measurement Systems,” which was published in the *Journal of Information Systems* (September 2016). Co-authors: R.R. Radtke and S.K. Widener.



Gia Chevis, graduate program director and associate clinical professor, moderated “The International Market for the CPA Credential” at the International Mid-Year Meeting, which was sponsored by the American Accounting Association in Tampa, Florida (January 2017). Co-panelists: James Suh, Colleen Conrad and Jim Knafo.

Chevis presented “Portable Power: An Application of IAS 16 Including Self-Constructed Assets and the Revaluation Model” at the International Mid-Year Meeting, which was sponsored by the American Accounting Association in Tampa, Florida (January 2017). Co-author: Elise Tefre.

Chevis was a co-panelist for “Program Directors—MAcc Curriculum: Breadth Versus Depth” at the APLG/FSA Annual Seminar, which was sponsored by the American Accounting Association in Phoenix, Arizona (February 2017). Moderator: Stephen Smith. Co-panelists: William Brown and Mary Stanford.

Cari Edison, lecturer, presented “Using Socratic.com as an Effective Way to Elicit Responses from All Students” at the 9th Annual Conference on Teaching and Learning in Accounting, which was sponsored by the American Accounting Association in New York, New York (August 2016).

Jason MacGregor, associate professor, authored “Dishonesty and Hypocrisy in Service Academy Honor Systems,” which was published in the *Research in Higher Education Journal* (November 2016). Co-author: Stephen Smith. Co-panelists: William Brown and Mary Stanford.

Charles Stanley, associate professor, authored “The Ethics of Sin Taxes, Legalization and Sustainability of Marijuana: Results from a Survey of College Students,” which was published in the American Accounting Association conference proceedings (August 2016).

Stanley presented “The Ethics of Marijuana: Sin Taxes, Legalization and Sustainability” at the AAA Ethics Research Symposium, which was sponsored by the American Accounting Association in New York, New York (August 2016).

Marty Stuebs, associate professor, authored “Brittney’s Boutique: Tailoring a Budget for Function as well as Fashion,” which was published in the *Journal of Accounting Education* (September 2016). Co-authors: Senior lecturer Scott Bryant, **Edison** and Kate Reese.

Janie Whiteaker-Poe, associate professor, authored the presentation “Virtuous Professionalism and Professional Sustainability,” which was presented by **Stanley** at The 6th World Business Ethics Forum: Making a Difference? Business Sustainability and Social Impact sponsored by the Hong Kong Baptist University and University of Macau in Hong Kong, China (December 2016). Co-authors: **Stanley** and James Marcum.

ECONOMICS

Jason Aimone, assistant professor, presented “Trust over Risk” at the University of Alabama in Tuscaloosa, Alabama (October 2016).

Aimone presented “Priming the Jury” at the North American ESA Conference at the University of Arizona in Tucson, Arizona (November 2016).

Yoo-Mi Chin, assistant professor, authored “A Bayesian Approach to Misclassified Binary Response: Female Employment and Intimate Partner Violence in Urban India,” which was published in the *Journal of Applied Economics Letters* (January 2017). Co-authors: Joon Jin Song and Professor **James Stamey**.

Tisha Emerson, professor, presented “Should I Stay or Should I Go? An Investigation of Withdrawals from Microeconomic Principles” at the Southern Economic Association Meeting in Washington, D.C. (November 2016). Co-author: KimMarie McGoldrick.

Mark Kelly, assistant professor, presented “Where Does Health Care Funding Count? The Moderating Role of Economic Freedom and Foreign Aid on Child Mortality” at the Southern Economic Association Meeting in Washington, D.C. (2016). Co-author: T. Funk.

Lourenço Paz, assistant professor, authored “The Political Economy of WTO Implementation and China’s Approach to Litigation in the WTO by Yenkong Ngangjoh Hodu and Zhang Qi,” which was published by Taylor & Francis (December 2016).

Paz presented “The China Shock Impact on Brazil’s Manufacturing Labor Market” at the 2017 American Economic Association Meeting (ASSA) in Chicago, Illinois (January 2017).

David VanHoose, professor, presented “Interest on Reserves, Regime Shifts and Bank Lending” at the Southern Economic Association Meeting in Washington, D.C. (November 2016).

VanHoose authored “Bank Taxes and Loan Monitoring: A Cautionary Tale,” which was published in *The Manchester School Journal* (July 2016). Co-author: Enzo Dia.

VanHoose authored “Capital Intensities and International Trade in Banking Services,” which was published in the *Journal of International Financial Markets, Institutions & Money* (August 2016). Co-author: Enzo Dia.

James West, professor, presented “The Impact of Chief Diversity Officers on Diverse Faculty Hiring” at the NBER Conference Economics of Education Program Meeting in Palo Alto, California (November 2016). Co-author: Frank S. Groner Memorial Endowed Chair of Finance **James Garven**.

Rachel Wilkerson, part-time lecturer, authored “The Complex Challenges to Participation in Federal Nutrition Programs,” which was published by Vanderbilt University Press (November 2016). Co-authors: Kathy Krey and Director of Undergraduate Studies and Assistant Clinical Professor **Linda English**.

ENTREPRENEURSHIP

Steve Bradley, associate professor, published “Entrepreneurship & Wellbeing,” which was published in the *Journal of Business Venturing* (2016). Co-authors: J. Wiklund, M. de Foo, N. Shir, Research Professor **Boris Nikolaev** and Curtis Graham.

Bradley presented “What Students Can Learn About Profits from the Poor” at Freedomfest in Las Vegas, Nevada (2016).

Bradley presented “Entrepreneurship at Baylor University” at AEI in Washington, D.C. (2016).

Bradley presented “When Money Buys Attention: The Influence of Poverty and Gender on Advice Centrality in Microlending Groups” at the Babson College Entrepreneurship Research Conference in Bodo, Norway (2016). Co-authors: H. Milanov and R. Justo.

Bradley presented “What College Students Can Learn About Markets from the Poor” at AOM Meeting in Anaheim, California (2016).

Bradley presented “Informal Institutions as Social Capital: Effects on Nascent Business Survival” at the Southern Economic Association Meeting in Washington, D.C. (November 2016). Co-authors: C. Boudreaux and **Nikolaev**.

Peter Klein, professor, authored “My Contributions to Entrepreneurship Theory,” a chapter in the forthcoming book by Routledge, “The Routledge Companion to the Makers of Modern Entrepreneurship” (2016).

Klein presented “Disruptive Innovation and the Future of Higher Education” at Francisco Marroquin University Economics Club in Guatemala (October 2016).

Klein presented “The Role of Government Funding in Science and Technology” at Francisco Marroquin University Economics Club in Guatemala (October 2016).

Klein presented “Political Connections and Ownership Concentration: Evidence from Chinese Privately Owned Enterprises” at the Southern Economics Association Annual Meeting in Washington, D.C. (November 2016) and the Strategic Management Society Special Conference in Hong Kong (December 2016). Co-author and co-presenter: Jingjing Wang.

Klein presented “Ownership and the Judgment-Based Approach to Entrepreneurship” at the School of Economics and Management Seminar Series, which was sponsored by Shanghai Tech University in Shanghai, China (December 2016).

Klein presented “Entrepreneurship, Institutions and Economic Development” at Southern Economic Association Annual Meeting in Washington, D.C. (November 2016).

Marlene Reed, entrepreneur in residence, published “FATMOLS Lodges of Zambia: Reaching International Travelers,” which was published as a written case with instructional material by Emerald Publishing Company (November 2016). Co-author: Steven Sikobela.

Reed authored and presented “Fitbit: Was the Company Running Ahead of Itself?” at the North American Case Research Association (NACRA) conference in Las Vegas, Nevada (October 2016). Co-presenter and co-author: Rochelle Brunson.

Reed authored and presented “Rwanda Trading Company: Facing a Cash Flow Crisis” at the North American Case Research Association (NACRA) conference in Las Vegas, Nevada (October 2016). Co-presenter: Department Chair and Professor **Kendall Artz**. Co-authors: **Artz** and Senior Lecturer **Colene Coldwell**.

Matthew Wood, doctoral program director and assistant professor, presented “Publishing Entrepreneurship Research Using Experimental Methods: Best Practices and Advice” at the annual meeting of the Academy of Management (August 2016). Co-authors: Denis Gregoire and Jeff McMullen.

Wood authored “Past as Prologue: Entrepreneurial Inaction Decisions and Subsequent Action Judgments,” which was published in the *Journal of Business Venturing* (October 2016). Co-authors: David Williams and Will Drover.

FINANCE, INSURANCE & REAL ESTATE

Soku Byoun, associate professor, presented “Does the Nationally Recognized Statistical Rating Organization (NRSRO) Certification Matter for a Japanese Credit Rating Agency?” at the 2016 Financial Management Association International Annual Meeting in Las Vegas, Nevada (2016).

Ernest Fletcher, Commercial Banking Program coordinator and senior lecturer, presented “Do Students Respond to Their Grades? Evidence from Introductory Finance” at the 53rd Annual Meeting of the Missouri Valley Economic Association in St. Louis, Missouri (October 2016). Co-author: Department Chair **Chuck North**.

GRADUATE PROGRAMS

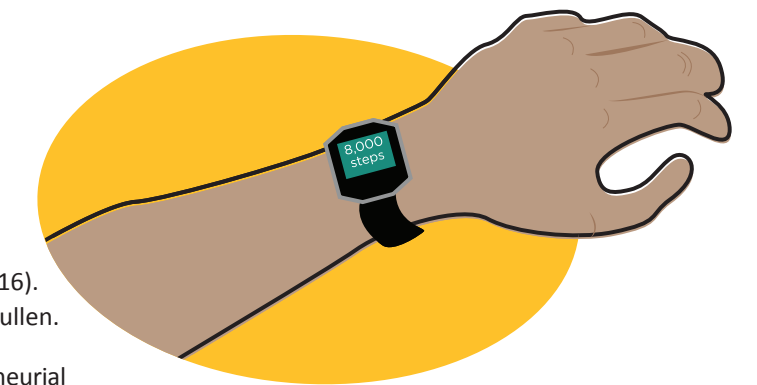
James Stamey, professor, authored “Bayesian Analysis and Design for Joint Modeling of Two Binary Responses with Misclassification,” which was published in *Sociological Methods & Research* (January 2016). Co-authors: D. Beavers and M. Sherr.

INFORMATION SYSTEMS

Debra Burleson, senior lecturer, presented “Conducting Research in a Developing Country: A Reflection-in-Action Perspective” at the HICSS 2017 Hawaii Conference on System Sciences in Kona, Hawaii (January 2017).

Paul Faya, PhD candidate, authored “A Bayesian Approach to Determination of F, D and Z Values Used in Steam Sterilization Validation,” which was published in the *PDA Journal of Pharmaceutical Science and Technology* (2016). Co-authors: John Seaman and **Stamey**.

Faya authored “Bayesian Assurance and Sample Size Determination in the Process Validation Life-Cycle,” which was published in the *Journal of Biopharmaceutical Statistics* (December 2016). Co-authors: John Seaman and **Stamey**.



Laurie Giddens, PhD candidate, presented “The Role of Fitbits in Corporate Wellness Programs: Does Step Count Matter?” at the Hawaii International Conference on System Sciences (HICSS) 2017, which was sponsored by IEEE in Hawaii (January 2017). Co-authors: PhD Program Director, Director of the Center for Information Systems Research and Professor **Dorothy Leidner** and Ester Gonzalez.

Gina Green, associate professor, authored “Choosing Technology-Related Majors: What You Don’t Know Can Influence You,” which was published in the *Journal of Computer Information Systems* (August 2016). Co-authors: PhD candidate **Wallace Chipidza** and Associate Dean for Research and Faculty Development **Cindy Riemenschneider**.

Christina Iluzada, assistant clinical professor, presented “Proverbs Analysis” at Enchanting and Engaging Our Stakeholders in Business Communication, which was sponsored by the Association for Business Communication in Albuquerque, New Mexico (October 2016).

Iluzada presented “Nonprofit Service Learning” at Enchanting and Engaging Our Stakeholders in Business Communication, which was sponsored by the Association for Business Communication in Albuquerque, New Mexico (October 2016).

Iluzada presented “The Ethics of Persuasive Enchantments: Plato’s Skepticism of Rhetoric as a Platform for a Robust Model of Ethics in Persuasion” at Enchanting and Engaging Our Stakeholders in Business Communication, which was sponsored by the Association for Business Communication in Albuquerque, New Mexico (October 2016).

Hope Koch, associate professor, moderated “What Every Faculty Member Needs to Know” at the International Conference on Information Systems, which was sponsored by the Association for Information Systems in Dublin, Ireland (December 2016). Panelists: Matt Germonprez and Jason Triche.

Dorothy Leidner, PhD program director, director of the Center for System Sciences Research and professor, presented “Is Theory King?” at the Hawaii International Conference on Information Systems (January 2016).

PUBLICATIONS & PRESENTATIONS

Leidner presented “IS Security Menace: When Security Creates Insecurity” at the International Conference on Information Systems, which was sponsored by AIS in Dublin, Ireland (December 2016).

Leidner presented “Ideation Platforms and Employee Innovation: A Case Study of Allianz UK” at the International Conference on Information Systems, which was sponsored by AIS in Dublin, Ireland (December 2016).

Leidner presented “User-Generated Content and Employee Creativity: Evidence from Salesforce.com’s IdeaExchange Community” at the International Conference on Information Systems, which was sponsored by AIS in Dublin, Ireland (December 2016).

Leidner presented “The Assumptions and Profiles Behind IT Security” at the Hawaii International Conference on System Sciences (January 2017).

Leidner presented “Towards a Typology of Relevance” at the Hawaii International Conference on System Sciences (January 2017).

Leidner presented “IS Research: Two Truths and a Lie” at the Hawaii International Conference on System Sciences (January 2017).

Nash Milic, PhD candidate, presented “Data from the Consumer-Level Neuro Devices: How Should IS Approach It?” at the Americas Conference for Information Systems, which was sponsored by the Association for Information Systems in San Diego, California (August 2016).

Milic presented “IT Consumerization and New IT Practices: Discriminating, Firefighting and Innovating” at the Americas Conference for Information Systems, which was sponsored by the Association for Information Systems in San Diego, California (August 2016). Co-presenter: PhD Candidate **Pat Curry**. Co-authors: PhD Candidate **Sixuan Zhang**, **Koch** and **Curry**.

Alanah Mitchell authored “Learning by Doing: Twenty Successful Active Learning Exercises for Information Systems Courses,” which was published in the *Journal of Information Technology Education: Innovations in Practice* (January 2017). Co-authors: Associate Professor **Stacie Petter** and Albert Harris.

Stacie Petter, associate professor, authored “In a League of Their Own: Exploring the Impacts of Shared Work History for Distributed Online Project Teams,” which was published in the *Project Management Journal* (October 2016). Co-author: Michelle Carter.

Petter moderated “Standalone Literature Reviews in IS Research: What Can Be Learnt from the Past and Other Fields” at the International Conference on Information Systems, which was sponsored by the Association for Information Systems in Dublin, Ireland (December 2016). Co-moderator: Alexander Benlian. Co-panelists: Frantz Rowe, Guy Pare, Kai Larsen and Shirley Gregor.

Petter moderated “Surviving Academia” at the Hawai’i International Conference on System Sciences Doctoral Consortium in Waikoloa, Hawaii (January 2017). Co-panelists: Gerhard Schwabe, Elizabeth Davidson and Jason Thatcher.

Cindy Riemenschneider, associate dean for research and faculty development, presented in a panel discussion titled “Teaching Ethics in the Information Technology Curriculum” at the SIGITE Proceedings in Boston, Massachusetts (September 2016).

Lori Leonard authored “Ethical Behavioral Intention in an Academic Setting: Models and Predictors,” which was published in the *Journal of Academic Ethics* (January 2017). Co-authors: **Riemenschneider** and Tracy Manley.

Deborah Armstrong presented “Applying the Communication Theory of Identity to Challenges Men Encounter in the IS Profession” at the ICIS 2016 SIGSI Post Conference Workshop in Dublin, Ireland (December 2016). Co-author: **Riemenschneider**.

Kevin Yan, PhD candidate, presented “User-Generated Content and Employee Creativity: Evidence from Salesforce Idea Exchange Community” at the ICIS 2016 conference in Dublin, Ireland (December 2016). Co-authors: **Leidner** and Hind Benbya.

Phil Young, assistant clinical professor, authored “A General Hermitian Nonnegative-Definite Solution to the Matrix Equation $AXB = C$,” which was published in *Advances in Linear Algebra & Matrix Theory* (January 2017).

MANAGEMENT

Dawn Carlson, H. R. Gibson Chair of Organizational Development, presented “A Daily Examination of Communication Technology Boundary Violations: The Moderating Role of Spouse Violation Frustration” at the Work Family Researchers Network in Washington, D.C. (June 2016). Co-authors: Associate Professor **Emily Hunter** and Malissa Clark.

Merideth Ferguson authored “We All Seek Revenge: The Role of Honesty-Humility in Reactions to Incivility,” which was published in the *Journal of Behavioral and Applied Management* (September 2016). Co-authors: **Carlson**, **Hunter** and Dwayne Whitten.

Andrea Kim authored “The Relationships Among Participatory Management Practices for Improving Firm Profitability: Evidence from the South Korean Manufacturing Industry,” which was published in *The International Journal of Human Resource Management* (October 2016). Co-authors: Assistant Professor **Kyongji Han** and Yongguen Kim.

Emily Hunter, associate professor, authored “Violating Work-Family Boundaries: Reactions to Interruptions at Work and Home,” which was published in the *Journal of Management* (January 2017). Co-authors: Malissa Clark and **Carlson**.

Renee Umstadd Meyer authored “Theoretical Antecedents of Standing at Work: An Experience Sampling Approach Using the Theory of Planned Behavior,” which was published in *AIMS Public Health* (August 2016). Co-authors: Associate Professor **Cindy Wu** and Shana Walsh.

Geoffrey Bell authored “Ethical Leadership, Virtue Theory and Generic Strategies: When the Timeless Becomes Timely,” which was published by *Information Age Publishing* (2016). Co-authors: Bruno Dyck and Chavanne Chair of Christian Ethics in Business **Mitchell Neubert**.

Mitchell Neubert, Chavanne Chair of Christian Ethics in Business, authored and presented “HealthSouth Rehabilitation CFO: How Can You Turn the Wagon Around?” at the North American Case Research Association (NACRA) conference in Las Vegas, Nevada (October 2016).

Patricia Norman, associate professor, presented “Do Firms Downsize to Reduce Slack?” at the 2016 Southern Management Association Conference in Charlotte, North Carolina (October 2016). Co-authors: Frank Butler and Michelle Zorn.

Sara Perry, assistant professor, authored “Developing Engineers into Leaders: An Organized Innovation Approach to Engineering Education,” which was published in the *Engineering Management Journal* (2016). Co-authors: **Hunter**, Steven Curall and Ed Fraunheim.

Perry presented “Developing Engineers into Leaders: An Organized Innovation Approach to Engineering Education” at the American Society for Engineering Education Annual Meeting in New Orleans, Louisiana (June 2016). Co-authors: **Hunter**, Steven Curall and Ed Fraunheim.

Perry presented “Virtual Negotiations Conducted by Entrepreneurs” at the Academy of Management Annual Meeting in Anaheim, California (July 2016).

Joshua Strakos, clinical assistant professor, presented “Examining the U.S. Defense Department’s Role as a Lead Enabling Agency During Humanitarian and Disaster Relief Events Occurring Outside the Contiguous United States” at the 47th Annual Meeting of the Decision Sciences Institute in Austin, Texas (November 2016).

MARKETING

Meredith David, assistant professor, authored “Phubbed and Alone: Phone Snubbing, Social Exclusion and Attachment to Social Media” in the *Journal of the Association for Consumer Research* (November 2016). Co-author: Center for Nonprofit Leadership and Service Director and Professor **James Roberts**.

Fred David authored “How Important is Marketing in Strategic Management?” It was published in *SAM Advanced Management Journal* (May 2016). Co-authors: **David** and Forest David.

Fred David authored “How Important is Finance Coverage in Strategic Management? Content Analysis of Textbooks,” which was published in the *International Journal of Management and Human Resources* (November 2016). Co-authors: **David** and Forest David.

David authored “The Role of Interpersonal Attachment Styles in Shaping Consumer Preferences for Products Shown in Relational Ads,” which was published in *Personality and Individual Differences* (December 2016). Co-authors: **Hunter**, Steven Curall and Ed Fraunheim.

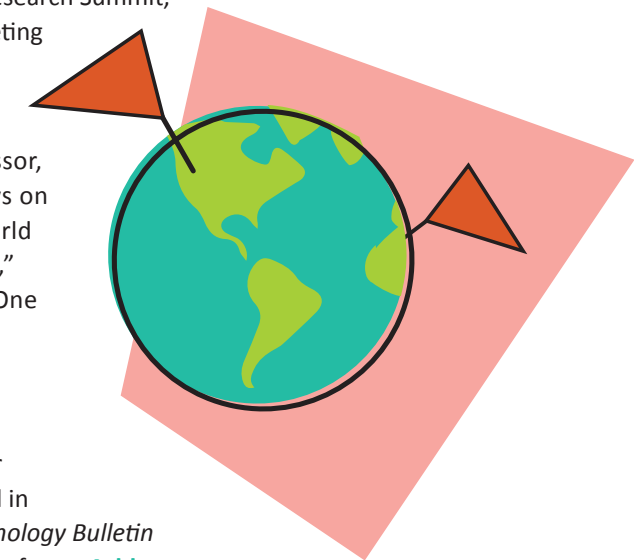
Morris George, associate professor, presented “Congruence Between Marketing and Purchase Channels: An Empirical Study of its Impact on Revenue and Customer Lifetime Value” at the Direct/Interactive Marketing Research Summit, which was sponsored by Marketing EDGE in Los Angeles, California (October 2016).

JaeHwan Kwon, assistant professor, authored “Two Different Views on the World Around Us: The World of Uniformity Versus Diversity,” which was published in *PLoS One* (2016). Co-author: Dhananjay Nayakankuppam.

Joshua Clarkson authored “The Malleable Efficacy of Willpower Theories,” which was published in the *Personality and Social Psychology Bulletin* (2016). Co-authors: Assistant Professor **Ashley Otto**, Edward Hirt and Patrick Egan.

Wyatt Schrock authored “JPSSM Since the Beginning: Intellectual Cornerstones, Knowledge Structure and Thematic Developments,” which was published in the *Journal of Personal Selling & Sales Management* (October 2016). Co-authors: Yanhui Zhao, Douglas Hughes and Associate Professor **Keith Richards**.

Kirk Wakefield, Edwin W. Streetman Professor of Retail Marketing, executive director of the Center for Sports Sponsorship & Sales and professor, presented “Sponsorship Filtering: How Brands Disappear Among Fans Who Appear the Most” at the 2017 AMA Winter Educators Conference in Atlanta, Georgia (February 2017). Co-author and co-presenter: Lane Wakefield.





BAYLOR
UNIVERSITY

HANKAMER SCHOOL OF BUSINESS
Paul L. Foster Campus for Business and Innovation

One Bear Place #98001
Waco, TX 76798-8001

NONPROFIT
ORGANIZATION
U.S. POSTAGE
PAID
BAYLOR
UNIVERSITY

INNOVATIVE BUSINESS at BAYLOR



BEING THE OUTSIDER:

A STUDY ON GROUP DYNAMICS, SATISFACTION AND EFFECTIVENESS



**MEETING
IN PROGRESS**

STACIE PETTER

Group Projects are notoriously late, over budget and don't meet goals. There are many reasons projects fail, and one reason is often team dynamics. If a team is acting in a dysfunctional way, then it's more likely to produce a project that is late or over budget or lacks the requirements needed.

This made Information Systems Associate Professor Stacie Petter wonder if the dynamics impacting a project's effectiveness might be whether or not the team members have worked together before.

"The anecdotal wisdom, and a little bit of research has suggested, that people who have a shared work history are more likely to be a functional team," Petter said. "That's probably true, but what if you're a newcomer? What if there's a group of people that have worked together, but you're not part of that group? How might that impact the project? That's something that hasn't really been studied before."

She, along with co-author Michelle Carter, assistant professor at Washington State University, used social identity theory to study newcomers in groups. Social identity theory suggests people naturally tend to categorize themselves and others into groups and subgroups.

"Having a work history with members of the group can create these subgroups," Petter said. "It seems logical that if a team has worked together before, that would be a reason to create this subgroup. Acknowledging that, does an outsider recognize they're an outsider? Or do they get pulled into the subgroup and feel like a part of the team, so there is a positive, healthy team dynamic?"

The duo tested their ideas with an online game. First, they divided the gamers into teams—some had worked together before and some hadn't. Then, the researchers had a mole infiltrate the teams—a confederate participant who, as a newcomer, could gauge how well he was accepted. The confederate didn't know which type of group he was entering.

Petter and Carter also manipulated if the confederate was important to the team. They asked the confederate to disrupt the team by pushing the team to work faster. When he was less important, it was more common for the subgroup to come together and either call the confederate out on the behavior or kick him out. If the confederate

was in a more important role, he was less likely to get fired from the group.

Some groups were welcoming to newcomers, and some subgroups isolated themselves and pushed out the outsiders.

The article, "In a League of Their Own: Exploring the Impacts of Shared Work History for Distributed Online Project Teams," was published in *Project Management Journal* in February.

"What we're suggesting with this research is that we need to understand more about this," Petter said. "We just assume that for people who work together having this shared history is always a good idea, but it might not always be a good idea... especially if you're the outsider."

To have a good team, the team needs to be effective, but they should be satisfied and happy with the project too, she notes.

"We still don't fully know how to make people feel safe and secure in a team environment," Petter said. "From the project management perspective, we have to create an environment to make people feel comfortable—not too task-focused, but rather, make an effort to educate and be inclusive. For those in the team, it's important to recognize a person may feel like an outsider, so bring them up along the way and don't exclude them."

Petter's academic achievements aren't limited to her research. Currently, she is the editor-in-chief for *The Data Base for Advances in Information Systems*, one of the earliest academic publications in the field of information systems. She's an associate editor for *Information Systems Journal*, which is considered one of the top six journals in the field. In December 2016, Petter finished a four-year term as an associate editor of *MIS Quarterly*, the top journal in information systems. She is also a member of the editorial review board and occasionally serves as a guest senior editor for the *Journal of the Association for Information Systems*.

"My work on editorial boards consumes a great deal of time, but it is a tremendous honor to be selected for these roles," Petter said. "In my editorial roles, I find it rewarding to provide guidance to authors, but I have also found it has helped me become a better researcher as well."