TURNING UNFAIR PERCEPTIONS UPSIDE DOWN cont.

"Understanding what the professional identity is can help us educate the general public," Riemenschneider said.

Such understanding also affects those who go into a profession and why, what kind of training they receive, and eventually what organizations of all types are able to do with technology—or, conversely, how an inability to find competent employees affects an organization's productivity and growth.

Riemenschneider researched and co-wrote "IT Professional Identity: Needs, Perceptions, and Belonging," published in May 2010 in the European Journal of Information Systems (EJIS) to help bring perception closer to reality. Lead author of the paper is Rita Brown of the Department of Computer Information Systems at Middle Tennessee State University, Riemenschneider's former student at the University of Arkansas. Other coauthors are Bill Hardgrave of Auburn University and Anne O'Leary-Kelly of the University of Arkansas.

Another paper published in the EJIS examines gender perspectives in the information systems field, "Perceptions on Challenges Facing Women in IS: The Cognitive Gender Gap."

In working on research for this paper, Riemenschneider and her colleagues hoped to gain insight into why many women leave the male-dominated information systems (IS) field. "There have been women in information systems, but the number is definitely declining. We were trying to understand why. This paper used a qualitative approach with men and women, asking them the same questions. We were hoping to shed light on why not everyone sees the issue the same way," Riemenschneider said. "Over time, these questions have arisen out of my primary research areas."" Issues affecting the IT workforce is an area she will continue to study, encouraged by the atmosphere at Baylor. IT is the first department in the Hankamer School of Business to build a PhD program for Management of Information Systems. A call to help develop the program drew Riemenschneider to Baylor.

One of her latest projects is to examine data collected from state government workers, including CIOs, IT managers and IT workers. She is studying how much knowledge departments can absorb from a variety of environments. "Over time as a researcher, you find different projects, and some are more fun than others," she noted. "You end up finding areas you are passionate about, and that leads you to work on those projects. The IT workforce is one area where I really developed a passion about trying to answer these questions—Why aren't there more women in this field and how can we attract more women to it? What can we do to change negative perceptions? These are some of the driving questions that led me down this particular path. If you like logical processes and have creativity, this is an excellent field to go into."

Gender challenges in the IS field range from work and family issues to training to differences in perceiving the nuances of communication, the paper reveals. It points out that "women's access to senior management positions, where they might be able to articulate and ultimately address the challenges women face in IS, is still confined to a small cadre of women, thus limiting their ability and perceived legitimacy to make demands for lasting change."

The research is important in light of the shortage in this country of information technology workers. Riemenschneider, whose PhD is in Information Systems, earlier wrote a joint editorial in the ESI calling for such research, noting that the Bureau of Labor Statistics projects a 25.2 percent growth in IT jobs by 2016, against a backdrop of 10.4 percent for all jobs.

"You look at where are the holes in our knowledge with regard to where are the holes in our field, and where can we build on our knowledge," Riemenschneider said. "Over time, these questions have arisen out of my primary research areas."

Successful research often starts with a belief that you will find something that will make a difference. With business schools spending millions of dollars a year to support faculty research, our findings should matter, and at Baylor University's Hankamer School of Business, we have conducted studies that matter for decades.

As professors dedicate years to research, a crowning accomplishment is for their findings to reach others through publication. This issue of Focus features our faculty research that has been published in top journals such as the Journal of Vocational Behavior, Journal of Management, Journal of Consumer Research, and the European Journal of Information Systems. The publication of academic research is a conduit for showcasing the impact is measured after the research is widely disseminated. Whether their research is published in top journals or adopted outside of academia, the faculty of the Hankamer School of Business will continue to play a fundamental role in the shaping of our business world by producing research with impact.

TERRY S. MANESS
Dean, Hankamer School of Business
PLANNING FOR UNPLANNED PURCHASES

It never fails. Even when you painstakingly make a list before going into the grocery store, something else always finds its way into your shopping cart. Traditionally, those “extra” purchases have been considered things outside of a shopper’s budget. But Marketing professor KIRK WAKEFIELD discovered that those unplanned purchases really are planned by consumers.

People who shopped most of the time at the in-store slack, while shoppers who shop in three or fewer aisles rarely go over their budget. Wakefield found that there was little difference in the purchasing habits of men and women. Both were equally likely to stick to their mental budgets, and neither shrank a standard toward more impulsive buys. Income also didn’t change how people met or exceeded their mental budgets. It did, however, show a difference in how people used their slack.

"Income levels did show a moderate effect," Wakefield said. "Higher income shoppers tend to stockpile planned items before their slack is depleted, while lower income households stockpile higher-tier brands, retailers might consider running promotions of high-tier brands that would appeal to higher-income shoppers. Lower-tier brands might consider marketing their product in ways that would encourage lower-income shoppers to think in the long run on that they will stockpile the item."

Wakefield hopes to continue this research of research, which has been working since 1992, to look at other questions. "It would be interesting for retailers to see whether consumers whose slack is spent primarily on "forgotten needs" are more influenced by promotional savings than those whose slack is spent primarily on "unplanned wants," Wakefield said.

He would also like to see how non-price marketing features, like the amount of shelf space, how much in stock, and how it is displayed, might influence people spending on planned and unplanned purchases.

Wakefield is also curious to see how his findings would translate to grocery stores nationwide, and in non-grocery retailers.

HIRE MORE Professors, Information Systems

AND

TIM KAYWORTH Department Chair and Associate Professor, Information Systems

Koch epsilon is well known for its information systems (IS) programs, but the department has also been developing its advanced information technology curriculum, and has offered courses in areas such as data mining, artificial intelligence, and machine learning. The department has also provided students with opportunities to participate in research projects.

In the past three years, Wakefield has partnered with InformationWeek to analyze company data for research on companies’ IT spending. His research was published in the article “From Academia to Action,” which included a rich data from B2B for continuing the need work of Koch’s IS Development Program.

KEVIN KOECKS Associate Professor, Accounting

AND

MICHAEL A. ROBINSON Professor, Accounting

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KEVIN KOECKS Associate Professor, Accounting

Michael A. Robinson, professor of accounting, has been studying the effect of professional judgment on financial reporting. His research has been published in the Journal of Accounting Research and has been cited in a number of articles and books. Robinson’s research has focused on the role of professional judgment in financial reporting and has examined the impact of professional judgment on financial reporting. His research has been cited in a number of articles and books. Robinson’s research has focused on the role of professional judgment in financial reporting and has examined the impact of professional judgment on financial reporting.

ROBERT KESSELER Senior Professor of Marketing

Robert Kessler, a senior professor of marketing, has been conducting research on the impact of social media on consumer behavior. His research has been published in a number of journals and has been cited in a number of articles and books. Kessler’s research has focused on the role of social media in shaping consumer behavior and has examined the impact of social media on purchasing decisions. His research has been cited in a number of articles and books. Kessler’s research has focused on the role of social media in shaping consumer behavior and has examined the impact of social media on purchasing decisions.

KATHY HURT Assistant Professor, Accounting

Hurt’s research in personal financial planning is influencing modern financial planning. Hurt is a member of the Financial Planning Association (FPA) and has written articles and given speeches on personal financial planning. Her research has been published in a number of journals and has been cited in a number of articles and books. Hurt’s research has focused on the role of personal financial planning in shaping consumer behavior and has examined the impact of personal financial planning on purchasing decisions. Her research has been cited in a number of articles and books. Hurt’s research has focused on the role of personal financial planning in shaping consumer behavior and has examined the impact of personal financial planning on purchasing decisions.

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Research from faculty of Bayler’s Hankamer School of Business that has reached audiences outside of academia.

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Koch epsilon is well known for its information systems (IS) programs, but the department has also been developing its advanced information technology curriculum, and has offered courses in areas such as data mining, artificial intelligence, and machine learning. The department has also provided students with opportunities to participate in research projects. Koch epsilon has a long tradition of fostering student research, which includes opportunities for students to present their findings at national and international conferences. Koch epsilon has also worked closely with industry partners to implement research projects that address real-world business problems.

PLANNING FOR UNPLANNED PURCHASES

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People who shopped most of the time at the in-store slack were more likely to go over their mental budget when they walk into a store. They theorized that, even if shoppers have a list, written or in their mind, they also have room in their mental budget for additional non-list items.

“We come up with the term ‘in-store slack’ to describe the additional money people spend," Wakefield said. “They know they’ll spend it, but they have no clue where.

For their study, Wakefield’s team sent researchers to H-E-B stores in and around Waco, Texas. They meter shoppers as they entered the store and asked them about their budgets and what they planned to purchase. They recorded the number and brand names of items that consumers planned to purchase, then gave them scanners to record the sequence of the items they put into their baskets.

Wakefield found that even though shoppers, on average, purchased more for than they had on their list, the total amount of money they spent was about what they had anticipated.

For example, if a shopper planned to spend about $60 during that trip, approximately $40 would be spent on the list, and around $20 would be spent on items not on the list.

“So, what we found is that in-store slack really is built in to a budget," Wakefield said. “People need to be aware of their own mental budget, which they have in their mind."

Generally, there are three reasons people allow themselves in-store slack:

1. They want to consider things outside of their budget. But Marketing professor John Jeffrey Inman and his coauthors in In-Store Decision Making, "Spending on the Fly: Mental Budgets, in "Journal of Consumer Research".

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Wakefield hopes to continue this research of research, which has been working since 1992, to look at other questions. "It would be interesting for retailers to see whether consumers whose slack is spent primarily on "forgotten needs" are more influenced by promotional savings than those whose slack is spent primarily on "unplanned wants," Wakefield said.

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PREDICTING THE SURVIVAL AND SUCCESS OF START-UPS

At first glance, the theory seems completely counter-intuitive. But when Steven Bradley started to really look at the question, the answer became surprisingly clear. The assistant professor of Management and Entrepreneurship wondered: how do resources help or hurt new businesses? His hunch was that for really look at the question, the answer became surprisingly clear. The assistant professor of Management Bradley began thinking about those successful “folding table” businesses, like Sysco and eBay. When the dot-com bubble burst, Bradley’s own company went bankrupt, while his survived. When the dot-com bubble burst, Bradley’s company was burning through money, “His company was burning through money,” Bradley said. “I started wondering, could too many resources be a bad thing?” he said. “As it turns out, yes. If not, you start working out ways, protected by their parent firm, but that During the economic downturn, independent companies that were subsidiaries were, in some part because they Those companies that have to figure out how to Those companies that have to figure out how to survive, do the best.” The other finding from the study, which was five years in the making, was evidence of progressive learning by companies. “We know it’s occurring, and we can show that it is occurring, and we can show that time and experience in the use of even limited resources is a factor.” Bradley said. “It’s an exciting finding because learning is tough to quantify.” Bradley is now expanding his research to hopefully, find more effective ways to assist businesses in developing countries. “It’s counter-intuitive that the poor in developing countries are waiting for money, and as soon as they have money they can become entrepreneurs,” Bradley said. “But we are finding that effective teams provide to individual members, said Hunter, who used a team model when embarking on the project. The successful microfinance loans, he said, are the ones that enable an entrepreneur to hire employees or students by providing them with resources to manage conflicts and snatch both their work and family domains.” The research shows the benefits that effective teams provide to individual members, said Hunter, who used a team model when embarking on the project. Bradley said, “We want to see what happens if you introduce a business that’s new to the world, but new to that area of the world.” Bradley and his team are currently collecting data in Barranquilla, Colombia, and the Dominican Republic.

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PROFESSORS FORGE NEW WORKPLACE PATHS

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To help know a coauthor's style, preferences, and knowledge base to know how best to use each author’s strengths," Hunter said. "My coauthors and I work very effectively on this paper. It was a very smooth process." The Journal of Vocational Behavior accepted the paper without revisions, a non-occurrence at top-level publications, she noted.

The research is ongoing, said Hunter. "We are doing more with this database, particularly a project that investigates student virtual teamwork and personality traits." She and her research team want to know whether people prefer to work in teams and/or virtual teams, and to what extent managers can assign teams based on personality.

She also continues to study the connection between work and family. She, Carlson, and Management professor Merideth Ferguson are studying leader-employee relationships; how control impacts work-family conflict; the processes by which work-family enrichment enhances satisfaction; and the health and turnover of working mothers after childbirth. She is also working with Baylor Management professor Cindy Wu on the effects of workplace breaks, using Baylor staff members as study subjects.


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"What do you think a doctor's professional identity is?" she asks, and as you struggle for an answer, you might give a physical description that leads you to what a medical doctor does.

"If you think of temporary workers as a life-giving force of the modern world, you will understand why agencies that supply temporary workers are in high demand. In most successful industries, you will find temporary workers, because you must be flexible to continually meet the changing needs of your business." Hunter said.

"In temporary work, you see the best of what work can be," Hunter said. "Temporary work should be a win-win for everyone involved."
Turning Unfair Perceptions Upside Down cont.

“Understanding what the professional identity is can help us alleviate the gender gap,” Riemenschneider said. Such understanding also offers those who wish to enter a profession and why, what kind of training they receive, and eventually what organizations of all types are able to do with technology—or, conversely, how an inability to find competent employees erodes an organization’s productivity and growth.

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Researchers asked gender-based questions in six focus groups—one made up of men only and one of women only; one of men only competition—at three organizations. The researchers conducting the men-only sessions were male, and those conducting the women-only sessions were female.

The touching paper, co-authored by Margaret E. Reed and Myrna W. Allen of the University of Arkansas and Deborah J. Armstrong of Florida State University, shows a gap between male-female perceptions of gender challenges. The researchers believe that understanding the challenges women in the profession face can promote insight into why there are not more women in the field, and could lead to reversing the trend.

Gender challenges in the IS field range from work and family issues to training to differences in perceiving the nature of communication, the paper reveals. It points out that “…women’s access to senior management positions, where they might be able to attract and ultimately address the challenges women face in IS, is still confined to a small cadre of women, thus limiting their ability and perceived legitimacy to make demands for lasting change.”

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Judging Research with Impact

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In each issue of Focus, we also highlight faculty research that has reached audiences outside of academia. This thought leadership has inspired change with others’ adoption and implementation of research ideas.

How do we judge research with impact? The Association to Advance Collegiate Schools of Business (AACSB) serves as an international accrediting organization for business schools and defines effective research as dynamic, highly visible, and accessible to the public at large.

These factors provide measurements to determine research with impact:

• the number of times a published article is cited
• the number of awards its authors receive
• mentions below a government or other policy-making body
• changes in business practice
• requests to present papers at important gatherings
• sales numbers of books

Whether their research is published in top journals or adopted outside of academia, the faculty of the Hankamer School of Business will continue to play a fundamental role in shaping our business world by producing research with impact.

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