Its new name is Innovative Business at Baylor. The title not only rebrands the publication, the new title better describes ongoing research conducted through the Hankamer School of Business.

The newly named newsletter ties into the Baylor Research and Innovation Collaborative (BRIC). This collaboration is the first project in Waco’s Central Texas Technology and Research Park, which was created to develop, promote and market university research, technology and training.

One of the goals of research at Hankamer is to help serve fast-growth and emerging companies by allowing them to participate in the kinds of research that yield results—and participate before the research is published. Faculty have been delivering results for several years with our partners. Our publications, as well as BRIC, will help us expand and advance that goal.

This edition of our six-year-old business research newsletter is a salute to the inevitability of change in daily life. Advances in research frequently alter how we work in ways big and small, and we are intentionally making a change in the newsletter’s name, Focus, to give it an identity with more clarity.

Inside this newsletter:

• A report about Baylor’s spotlighting of international business and research through the McBride Center for International Business.
• Stories about two Baylor professors, Cindy Wu and Van Pham, both of whom have won the title of Mayo McBride Global Scholar. The award grants its recipients a period of paid leave to focus their efforts on international research.
• More details about BRIC and the Innovative Business Accelerator, housed within BRIC, and its new director, Greg Leman.
• Announcement about the newly appointed associate dean of Research and Faculty Development, Cynthia Riemenschneider.

As we march forward with change, please enjoy this issue of Innovative Business at Baylor and watch for our twice-yearly printed spotlight on research.

TERRY S. MANESS
Dean, Hankamer School of Business
INTERNATIONAL LANGUAGE OF RESEARCH SPOKEN HERE

STEVEN BRADLEY, assistant professor of Management and Entrepreneurship, has produced seven papers about microcredit, many of them co-authored with EDWARD SIMIYU, a graduate student from Jomo Kenyatta University of Agriculture and Technology in Kenya.

Microcredit is the act of giving loans in small amounts to help develop businesses such as small-scale vegetable stands, and some people see the loans as the solution to poverty. Bradley’s research shows that is not necessarily the case. His research, for which Simiyu helped gather data, resulted in seven papers about microcredit, many of them co-authored by Bradley and published in scholarly journals.

In fact, the results of those two initial requests, the first coming in 2003, have had far-reaching consequences. Probably the most significant is that they inspired the McBride Fellowship Program, which has resulted in multiple international collaborations with Baylor professors that extend into the classroom.

The program, now in its sixth year, may host two or three post-doctoral candidates annually, attracting scholars from Europe as well as Africa, China and Thailand. The fellows operate under the auspices of the McBride Center for International Business. The Fellows come to Baylor in more than one way. Faculty members in the Hankamer School of Business who have strong international relationships recruit students by asking university colleagues in other countries for recommendations. This often leads to direct international student to Baylor professor contact.

Sometimes, a student has heard about the McBride Fellowship Program and contacts Baylor without knowing which faculty member might be interested in his or her research. Once Baylor finds a faculty member willing to advise the student, McBride officials invite a proposal that includes a specific date of study and a description of the student’s research. The students work at Baylor for at least a month, sometimes longer.

Papers published or under production as a result of these Baylor-headquartered collaborations cover subjects as wide-ranging as the countries the students arrive from, and as varied as the topics that might be covered in business classes. Here is a sampling of some of the papers that have been published, are in development, or are under consideration as a result of the McBride Fellowship Program:


Simiyu also lectured in some of Bradley’s classes and participated in discussions. Bradley recalls one give-and-take session about property rights and the rule of law in a social entrepreneurship and economic development class. Simiyu’s passion on the subject of property rights helped students see the topic from a broader perspective. “Developing countries don’t have property rights” in the same way that Americans understand them,” Bradley notes. “Iswana had just passed a new constitution, and Edward informed us about what that was going to mean to Kenya by providing greater clarity to property rights. He was excited, for students to see that understanding how big of a deal it was, was helpful.”

EDWARD SIMIYU

MICROCREDIT

Jeff Tanner, professor of Marketing, worked in 2005 with F. Juliet Poujol from the University of Montpellier, one of the two French students who helped inspire the creation of the McBride Fellowship Program. She and Tanner co-authored two papers and Poujol completed her dissertation as a result of her work at Baylor.


Tanner, who is associate dean of Research and Faculty Development, says Poujol’s choice of topics resulted from her sales experience. “She saw these things in the field and wondered what was important about them. The challenge for the doctoral student is being able to position the data in a way so that they are able to make the broadest contribution,” he adds. “When the Fellows arrive, they are already pretty far along in the process. It’s usually a matter of just shaping the results to make them publishable.”

Agnes Francois-LeCompte from University-René-Mendès France in Grenoble, who worked with Marketing professor Jim Roberts, was the other French student who helped inspire the Fellows program. “Neither Juliet nor Agnes were McBride Fellows, but both came here under their own funding,” says Tanner. “That was the inspiration for the program.”

In 2011, Tanner worked with Jean-Laurent Rodriguez, also from Montpellier, on the topic of advocacy marketing. They have a paper under review that investigates how consumer influence other people on the behalf of a company or product. Rodriguez, who drew on his experience from the direct selling industry, found that in addition to customer satisfaction, other factors must exist for advocacy.

“Customers have to see others advocate, and they also have to be delighted,” Tanner says. “When a salesperson goes beyond what’s expected, we are much more likely to see advocacy.”

JEFF TANNER

ADVOCACY MARKETING AND SALES

Jeff Tanner, professor of Marketing, worked in 2005 with F. Juliet Poujol from the University of Montpellier, one of the two French students who helped inspire the creation of the McBride Fellowship Program.
CLOUD COMPUTING

The influence of DOROTHY LEIDNER, the Ferguson Professor of Information Systems, has resulted in five students studying at Baylor as McBride Fellows. The most recent was Jan Huntgeburth from University of Mannheim. Leidner is working with him on a paper titled “The Role of Uncertainty in Cloud Computing Continuance—A Principal-Agent Perspective.” Huntgeburth gathered part of his data while at Baylor.

The paper investigates why people use cloud computing, which allows people to use services offline instead of on their own computers.

“The paper looks at uncertainties like privacy, security and availability, and the different factors to reduce these uncertainties—such as whether peers are using it, or if you trust the provider,” Leidner says. The paper also examines how cloud technologies work together—for example, Dropbox, a file hosting service, works with Google.

“The use of cloud computing relates to a person’s experience with technology, how much he uses it and how much he uses the Internet. Leidner notes: “Younger people tend to be more immune to the risks of cloud computing than older people, in part because they have been using social media for several years without knowing where the pictures, texts and videos they upload are actually stored,” she says.

Leidner, director of the Hankamer School of Business PhD Program in Information Systems, knows both Huntgeburth and his adviser at Mannheim, where she teaches each summer. Of the five McBride Fellows brought to Baylor and hosted by Information Systems, four have been from Mannheim and one from Goethe University in Frankfurt.

MEASURING SUCCESS

Although the program began six years ago, many of the projects finished at Baylor are only now resulting in publication. As it takes seven years for papers to be written, submitted and approved. “We have a better picture of how successful it has been,” Gardner says. He doesn’t anticipate changes beyond encouraging broader participation in the program across departments.

“Information systems, marketing and economics have worked with a great many of McBride scholars,” Gardner says. “We would love to see applications from more departments because it is a great experience. The Fellows interact with other people in the hosting department, and the program can lead to other kinds of institutional cooperation.”

The Hankamer School of Business has a long history of creating international opportunities for students. The McBride Center for International Business opened in the 1980s, and by the 1990s, the business school was sending students to Darmstadt, Germany. They have since established a link with universities that creates new opportunities for direct relationships. Presentations by foreign students at conferences lead to more collaboration. Nurtured by the number of McBride Fellows coming from the same university.

SUPPORTING NEW VENTURES


Leman, who has held the position of clinical professor, director of University Entrepreneurship Initiatives, and the Curtis Hankamer Chair in Entrepreneurship at the Hankamer School of Business since 2005, was appointed by Terry Maness, dean of Hankamer, and Trudi Hyde, vice provost for research.

“The IBa is built on a solid foundation of our successful collaboration with global industry,” Leman said. “It will become a single point of access to university and community expertise by providing a critical link between technology companies and Baylor business, science, engineering and law faculty.”

Leman was a visiting assistant professor in Chemical Engineering at the University of Illinois from 1985 until 1988. He then joined the Cabot Corporation as an engineering scientist. From 1995 to 1998, he was managing director of Cabot-Huels, a joint venture located in Rheinfelden, Germany. He joined Great Lakes Chemical Fluorine Division in 2000, serving first as technology director and later as the business director. Leman holds a BS in Chemical Engineering with honors from Purdue University and a PhD in Chemical Engineering from the University of Illinois.

“Greg’s successful business background coupled with his entrepreneurial expertise and global vision makes him the ideal person to lead the IBa,” Maness said. “Through its work, the IBa will help to stimulate regional economic development.”

Tech companies can take advantage of Baylor University expertise and BRIC infrastructure which will include technology transfer and product discovery assistance, organizational and intellectual property strategies, staged-gate entry into commercialization programs, legal and accounting services, and international market development support through Baylor’s International Entrepreneurship programs.

Additionally, the IBa facilitates access to capital for new ventures through organization of the Baylor Angel Network, venture capital financing and SBA loan programs.

www.baylor.edu/bric
service with a smile, “the customer is always right” and similar
mantra is wonderful when one is a consumer. However, when employees are instructed to mask true emotions and always show a smiling face, surface acting then high levels of stress, burnout and workplace conflict can occur, says Cindy Wu, associate professor of Management and Entrepreneurship. As a Mayo McIlwhey Global Scholar, Wu researched the consequences that “emotional labor” has on work-life balance. Emotional labor refers to the practice of requiring workers to display certain emotions, usually as part of their job and to promote an organization’s goals. It is often found in the service professions. Wu looked at both surface acting and deep acting (actually feeling the emotions required and how they affect employee performance, stress and experiences in their family life).

Wu studied emotional labor in one service industry in Taiwan and spent a month there. However, emotional labor is a global experience among the service professions.

“The service experience in Taiwan is very different than what is found in the United States,” Wu said. “For example, department stores have elevator attendants. These workers are beautifully dressed, very polite, and always smile. They provide detailed descriptions of services that can be found on each floor of the store and press the floor buttons for the customers. It is long, hard work, and I wondered how they handle the fatigue and how it influences their well-being.”

To obtain the data she needed for the research, Wu collaborated with Yenchun Grace Chen, assistant professor at I-Shou University in Taiwan, and her doctoral students. For the study, Wu and Chen dealt with hair designers and their supervisors (store managers) from hair stores from two hair salon chains in Taiwan.

“Hair designers in training actually live on-site at the salon,” Wu said. “Their training is almost military with a wake-up time, roll call and universal welcome.”

Employee questionnaires were distributed during the regular designer training programs conducted by the headquarters. After the training session, store managers assessed each designer’s job performance, extra-mile service behavior and cooperation behavior. Overall, 374 designers and 39 managers participated.

The designers were asked such questions as “I resist expressing my true feelings,” “I make an effort to actually feel the emotions that I need to display to others,” and “I have to miss family activities due to the amount of time I must spend on work responsibilities.” Superiors were asked questions such as “Does the employee go beyond what is required at work to help customers?”

A central piece of what Wu and Chen hypothesized was that surface acting would be related to greater workplace conflict while deep acting would result in work-life enrichment. The research results supported these hypotheses.

- A presentation of their findings – “Emotional labor, work-family interface and service performance: A resource perspective” – was given at the Academy of Management meeting in Boston in August. The research also is under review with an academic journal.

Wu does have advice for supervisors in helping their employees develop deep acting emotions.

“Requiring employees to demonstrate certain emotions is not always desirable to the employees,” she said. “In fact, it is only related to stress when supervisors tell employees to simply show the emotions. They should explain why these emotions are important in dealing with customers. When employees can look at situations from the customer’s perspective, sympathize with them, and understand the value of their required emotions on the job, they are more likely to adjust their internal feelings to the required emotion. This is an important emotion work skill that can benefit employees in their work service performance, customer relations, their own wellbeing, and even the quality of their family life.”

Wu and Chen are following up on their research by surveying employees’ family members and by exploring how employees’ leisure activities and their managers’ leadership affect their work performance and quality of life. Because their current research dealt with one service profession that focuses on positive emotions, Wu and Chen are looking for a way to generalize their findings to other service professions.

Wu and Chen’s research is interdisciplinary in its approach to understanding emotional labor. The research will be published in the Journal of Organizational Behavior.

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CYNTHIA K. RIEMENSCHNEIDER was named associate dean of research and faculty development for Baylor University’s Hankamer School of Business effective January 2013. In this role, she will be creating and implementing programs to improve faculty research productivity and teaching.

Riemenschneider has served as associate professor of Information Systems at Baylor since 2009, and as a visiting professor from 2008-2009. Previously, she served as assistant professor at the University of Arkansas from 1997-2003 and as associate professor from 2003-2008. She holds a BBA and an MBA from Baylor University and a PhD from The University of Texas at Arlington.

Riemenschneider’s research interests focus on the information technology (IT) workforce, specifically, the retention and attraction of women and minorities into the IT field. Her work has been published in various journals including Information Systems Research, the Journal of Management Information Systems, IEEE Transactions on Software Engineering, European Journal of Information Systems, and the DATA BASE for Advances in Information Systems. In 2011, she received the Nitsche Award, an endowed scholarship funded by Baylor alumni Robert and Robin Nitsche that recognizes outstanding faculty research and involvement.

“Cindy’s experience will be extremely beneficial in building additional programs and providing resources for faculty members’ teaching and research efforts,” said Terry Maness, dean of the Hankamer School of Business.

Jeff Tanner, professor of Marketing, has served as associate dean of Research and Faculty Development since 2005. During his time in this position, Tanner served as a founder of the McBride Fellowship Program, instituted various faculty development programs and helped secure additional funding for faculty research.

“We are thankful for Jeff’s many contributions to the business school’s teaching and research efforts,” Maness said. “His leadership and dedication has benefitted faculty members as well as heightened awareness of the school on an international level.”