

focus

Research with Impact

We know that Thomas A. Edison gave us the first workable light bulb more than a century ago, but we don't know every process he went through to produce the "electric lamp." One argument he offered critics of his numerous theoretical processes was that they were not failures because they helped him find "10,000 ways that won't work." His best answer to critics was, of course, the light bulb itself. His successful research led to a product that improved life for everyone. Perhaps Edison started only with a good idea and thousands of unworkable theories, but as we consider the benefits of artificial lighting today, the "ways that did not work" don't matter very much.

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.

This issue of Focus highlights some of our practical results. The stories presented here take readers on a journey that connects Hankamer professors and students with global businesses and international trade agreements, health care reform, the effects of work on home life and vice versa, the impact of abstinence programs on teenagers, cyber security, and many other areas. Name an issue that affects people, and our professors have studied it, taking students with them in the exploration. In one story offered here, a graduate student led the expedition into how a business networking site reduced turnover at a large organization.

But how do you measure the impact? Academics everywhere struggle for an answer because metrics are elusive. One problem is that our knowledge is often published in journals not widely available to the business community or to the community at large. Sometimes, results are taking shape even as the researcher moves to new projects.

We have to use alternative measurements, and they are more subtle than quantitative figures. One business school accrediting body, the Association to Advance Collegiate Schools of Business (AACSB), of which Baylor is an accredited member, defines effective research as diverse, highly visible and accessible to the public at large.

We can use these factors as measuring sticks:

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

The research we present here measures up in all those ways and more. The results clearly demonstrate that research with impact offers positive results immediately and that intensive, targeted research, widely disseminated, can help individuals, governments and businesses worldwide negotiate today's landscape while planning for next month or next year, or even 20 years into the future.

Terry S. Maness

Dean, Hankamer School of Business

Affecting Business Affects the World

A healthy connection between business and universities conducting research benefits not only the organization and the university, but ripples outward to the entire economy and often knows no borders. The following examples of Baylor research show professors and students at work in the U.S. and abroad, revealing how interconnected our economies are and how helping one helps everyone.

E-crime and Commerce

Cooperation and awareness are paramount to cyber world safety. One of the biggest differences **Randal Vaughn** makes is persuading companies to work together. In his role as a cyber security researcher, he chairs a summit of electronic crime researchers who develop approaches to counter fraud and other e-commerce crimes.

The 5-year-old summit occurred because student researchers requested it, said Vaughn, professor of Information Systems. Businesses supply the data. "The quality of the research depends on whether or not we are able to obtain data related to e-crime from businesses or other collaborative groups," he said.

Making businesses aware of the problems comes in part from Vaughn's participating on and moderating panels discussing e-crime. Baylor's Cyber Security Awareness Month each October, which features speakers talking about risks, also contributes to awareness. "That's one of the best things that happens in terms of security—a whole month dedicated to looking at these problems," Vaughn said.

Trade Policy and Ethics

Joe McKinney continues to contribute to the business world with his research first into international trade policy and then, ethics. With about half of his work in international business, the associate director of the McBride Center for International Business works mostly in analyzing policy.

His research in trade policy began more than 20 years ago, when he collaborated with others to organize a conference at Baylor on North American free trade, co-sponsored by the Canadian government. NAFTA, the most far-reaching trade agreement of its time, became reality in 1994. McKinney has testified about it before the House Ways and Means Committee as well as other policy-guiding bodies. "Beginning with work I have done related to NAFTA, I have been asked between 1990 and 2008 to lecture for the State Department in several European countries and Mexico," he said.

Concurrent with trade policy are his ethics studies. Articles he has coauthored in this area have been cited more than 500 times.

Developing Countries

Poor countries occupy **Pham Hoang Van's** focus.

The associate professor of Economics applies economic theory and empirical techniques to study labor markets, international trade, economic growth, industrial organization, and economic history. His work includes:

- A paper on child labor with Kaushik Basu, cited 770 times by other scholarly papers and policy discussion papers by the World Bank, the U.N., and governments.

- Studies of economic growth in East Asia, which he argues experienced significant technological change.

- His recent papers with Emek Basker on the relationship between the growth of U.S. retail chains and expansion of trade with developing countries like China. The work has been widely cited in the popular press.

"These three papers increase our understanding of the relationship between new technology, globalization and the face of retail," he said. "This understanding has implications for trade and local policy as well as business strategy."

Sports Marketing and Sponsorships

Kirk Wakefield, professor of Marketing and executive director of the Sports Sponsorship & Sales Program, tells clients who sponsor sports teams what kind of return they are getting on their investments. His work includes projects with AT&T, TXU Energy, Cisco, Mountain Dew, and Sunoco, among many others.

Since 2005, Wakefield has used his own Affinity Transfer Model—so named because sponsors count on the fan's affinity for the team to transfer to their brands—to help sports teams show the value of sponsorships. For example, Houston Dynamo fans visit Taco Bell one more time a month compared to non-fans.

"Basically, if you are going to spend \$2 million on the sponsorship of a sports team, I can tell you if you are getting your money back and can directly link it to your sponsorship," Wakefield said. "My research has direct application to corporations and teams. They bring a question, and I do research to solve the problem."

Trademark Dilution

Chris Pullig, associate professor and department chair of Marketing, cited three ways his study of trademark dilution has affected business.

His research is taught in PhD and MBA programs when branding issues are covered. Leading law review journals cite his work, and legal scholars are debating it and using it to make policy. Finally, the methods used in the research allow businesses to assess dilution effects, which are difficult to measure.

The original trademark dilution article "Brand Dilution: When Do New Brands Hurt Existing Ones?" coauthored by C.J. Simmons and

R.G. Netemeyer appeared in the *Journal of Marketing*, Vol. 70, 2006. After three years, professors begin to know the impact because of queries and statistics that journals keep. "Also, as you continue work in the same area, you discover how much your previous work is used," Pullig said. "It's rewarding when you see work having an impact with students and future business leaders as well as within the marketing discipline and other related areas."



Kirk Wakefield

Customer Relationship Management

Morris George, professor of Marketing, finds a wealth of material studying customer habits—and businesses reap the benefits by making existing clients better customers.

George won the 2010 Davidson Award for Best Article in the *Journal of Retailing* 2008 after researching factors that drive cross-buying—when existing customers of a business buy from additional categories the business offers. George's article "Cross-buying in Retailing: Drivers and Consequences" was coauthored by V. Kumar and Joseph Pancras.

"Many times cross-buying is not high because the company does not have the tools to identify the customer who might be inclined to step up purchasing," he said. George's research, conducted with a catalog retailer, gave the company those tools by studying behavior that can predict cross-buying.

In a second study, he examined a product the customer bought, when he bought it, and the catalog the business sent that customer. From that came the optimal catalog mailing policy—sending the right catalog to the right person at the right time. "This helps to improve the customer lifetime value, a measure of future revenue contribution from customers, by approximately 42 percent," he said.

Research Watch

Watch for research from faculty of Baylor University's Hankamer School of Business that will impact business practices:

Chris Blocker

Assistant Professor, Marketing

Blocker's research focuses mainly on customer value, marketing strategy, emotional intelligence and buyer behavior. Blocker, with coauthors Daniel J. Flint and Matthew B. Myers, wrote "Customer Value Perceptions in Global Business Markets: Exploring the Strategic Potential of Standardization," which was presented at the 2009 Academy of Marketing Science Conference held in Baltimore, Md. The team received the Wayne Delozier Award for the best paper in the conference across all tracks.

Blocker, with Mee-Shew Cheung and Oliver Rust, wrote "Strategic Sensemaking and Value Creation at the Base of the Pyramid in China," which was presented at the International Base of the Pyramid Conference held in Johannesburg, South Africa, sponsored by the University of Pretoria's Gordon Institute of Business Science and The W.K. Kellogg Foundation, November 2009.

Blocker also serves as a contributor for Baylor University's Keller Center Research Report. With coauthor Bill Weeks, he wrote "Trying to Find and Keep Top-notch Agents for your Sales Team? Why Not Use the Person-Job Fit Approach?," which was included in the November 2009 report. Blocker also wrote "The Emotionally Intelligent Salesperson" included in the August 2009 report.

Blocker, with Mee-Shew Cheung, wrote "Base of the Pyramid Market Construction in China: Co-creating Value for Organizations and Individuals," which will be presented at the Third Subsistence Marketplaces Conference: From Impactful Research to Sustainable Innovations for Subsistence Marketplaces in July 2010. He also wrote "Modeling Customer Value Perceptions in Cross-cultural Business Markets," forthcoming in the *Journal of Business Research*.

Kathy Hurtt

Assistant Professor, Accounting & Business Law

Hurtt's research focuses on judgment and decision making among auditors, specifically on the impact of professional skepticism on auditors' judgments and behaviors, and she has developed a scale to measure professional skepticism. Hurtt's research "Development of a Scale to Measure Professional Skepticism," appears in *Auditing: A Journal of Practice and Theory*, May 2010.

Chris Pullig

Department Chair of Marketing

Associate Professor, Marketing

Pullig, along with coauthors S. Dutta and C. J. Simmons, examines price judgment in a working paper "What Is It Worth? Consumers' Price Judgments of Really New Products," which was presented at the 11th Annual Behavioral Pricing Conference held in Orlando, Fla., November 2009.

Price judgment research primarily has focused on situations where consumers use prior knowledge of product category prices as internal standards for fair or expected market price. However, consumers often face situations where they must make price judgments in the absence of such standards. This may occur when consumers encounter novel purchase options for which they have little or no experience, or when radically new products are introduced to the marketplace. The authors first present a conceptual model describing how this may occur, demonstrate support for this model, and offer insights into the process of making price judgments given no internal price standards. The findings have implications for marketers of new-to-the-world products and products that consumers have little experience in buying.

Cynthia K. Riemenschneider

Associate Professor, Information Systems

Some of Riemenschneider's research interests include IT work force issues, women and minorities in IT, and absorptive capacities of IT departments within the organization. Most recently, Riemenschneider, along with

coauthors Deborah Armstrong and Jo Ellen Moore, wrote "Meeting the Demand for IT Workers: A Call for Research" published in the *European Journal of Information Systems*, Vol. 18, No. 5. Riemenschneider, with coauthors Kiku Jones and Lori N. K. Leonard, also wrote "Trust Influencers on the Web," which was published in the *Journal of Organizational Computing and Electronic Commerce*, Vol. 19, No. 3.

More of Riemenschneider's research is featured in the Focus Research Newsletter (Winter 2009): www.baylor.edu/business/research

Marty Stuebs

Assistant Professor, Accounting & Business Law

Stuebs' research investigates important relationships between ethics, human resources and company performance. For several years, Stuebs has presented research in these areas at American Accounting Association meetings. He has discussed issues of social responsibility and firm performance; corporate reputation and earnings quality; and business reputation and employee efficiency, productivity and cost.

A few recent publications with Baylor colleagues include "Ethics and the Tax Profession: Restoring the Public Interest Focus" appearing in *Accounting and the Public Interest* in 2010 coauthored with Brett Wilkinson, holder of the Roderick L. Holmes Chair of Accountancy. "The Gatekeepers' Tools" is an article coauthored by professor Mike Robinson and associate professor David Hurtt appearing in the January 2010 issue of *Strategic Finance*.

Stuebs wrote "Moral Confrontation: An Essential Companion to Moral Imagination," which was published in *Research on Professional Responsibility and Ethics in Accounting*, January 2010. Stuebs, with coauthor Li Sun, wrote "Business Reputation and Employee Efficiency, Productivity and Cost," a forthcoming article in the *Journal of Business Ethics*.

Jamie Collins

Assistant Professor, Management & Entrepreneurship

William Worthington

Assistant Professor, Management & Entrepreneurship

John Schoen

Adjunct Faculty, Management & Entrepreneurship

Collins' research concentrates on executive decisions governing the direction of firms, performance outcomes and consequences of these decisions. Worthington's research focuses on issues of business continuity and organizational resilience in the context of small/private/family owned businesses particularly in times of crisis. Collins and Worthington have partnered on several research projects.

Most recently, Collins and Worthington wrote "Knowledge Management, Supply Chain Technology Investments and Overall Firm Performance: Developing a Competitive Advantage," which was published in *Management Research News*, Vol. 33, No. 11, 2010. Coauthors on the article included Pedro Reyes, assistant professor of Management at Baylor, and Marisabel Romero.

Collins and Worthington, along with Michael Hitt, also wrote "Beyond Risk Mitigation: Enhancing Corporate Innovation with Scenario Planning," which was published in *Business Horizons*, Vol. 52, 2009. Collins and Worthington presented "FrameEx: Demonstrating the Value of Strategic Frameworks," coauthored by Christopher Reutzel, for the Strategic Management Society 29th Annual International Conference held in Washington, D.C., October 2009.

Collins, Worthington and John Schoen presented "Trust and Relax? Keys to Retiring Well for Family Founders" at the Family Enterprise Research Council (FERC) annual meeting in Cancun, Mexico, April 2010. Collins, Worthington and Schoen will also present "Family Business Retirement Perspectives Vary, Services Should Too" at the Family Firm Institute (FFI) annual conference in Chicago, Ill., October 2010.

Study That Changes Lives

Baylor researchers are studying people's expectations, seeking reforms in health care and helping governments around the globe improve economies. Here is a look at research by professors and students that touches on almost every aspect of how people live.

Health Care For All

Earl Grinols and **Jim Henderson** have elaborated the details of a health care plan they say would work for the country and preserve both privacy and economic health. Phased in incrementally, it would offer a savings of 2.25 percent of Gross Domestic Product, balanced against 1 percent of additional costs.

It begins by enhancing the insurance market for people ages 18-35, who are 40 percent of the uninsured.

A book written by Grinols and Henderson, *Health Care for Us All: Getting More for Our Investment*, offers reforms that include good health insurance made as cheap as it can possibly be. Good health insurance, which is their goal, includes provisions to deal with pre-existing conditions; guaranteed renewability; prohibitions against utilization gate keeping, which means the insurance company pays claims without trying to influence the care; and a rating by age and sex so the premiums are actuarially fair. "This means you pay for the insurance that you get, no more, no less," Grinols said.

The professors describe the plan as "personal, portable, permanent, and responsive to the patient, not to the government and not to the insurance company." They propose that Congress should consider a plan to bring in four groups to start: both males and females in the 18-to-30 and 31-to-35 age groups.

They used the National Medical Care Utilization and Expenditure Survey to evaluate the costs of their proposal. This told them what each age-sex group spends on health care. Then they developed an insurance policy for each group that covered everything with a \$1,000 deductible and a \$2,000 out-of-pocket limit, plus a 15 percent handling charge for the insurance company. A 19-to-25-year-old male could expect to pay only \$518 a year, ages 26 to 30 would pay \$566 a year and ages 31 to 35 would pay \$959 a year. Women the same age would pay more because they use more health care, but the costs of insurance would be as low as they could be for each group.

"This would put the country on a balanced path of every age group paying for its own health care every year," Grinols said.

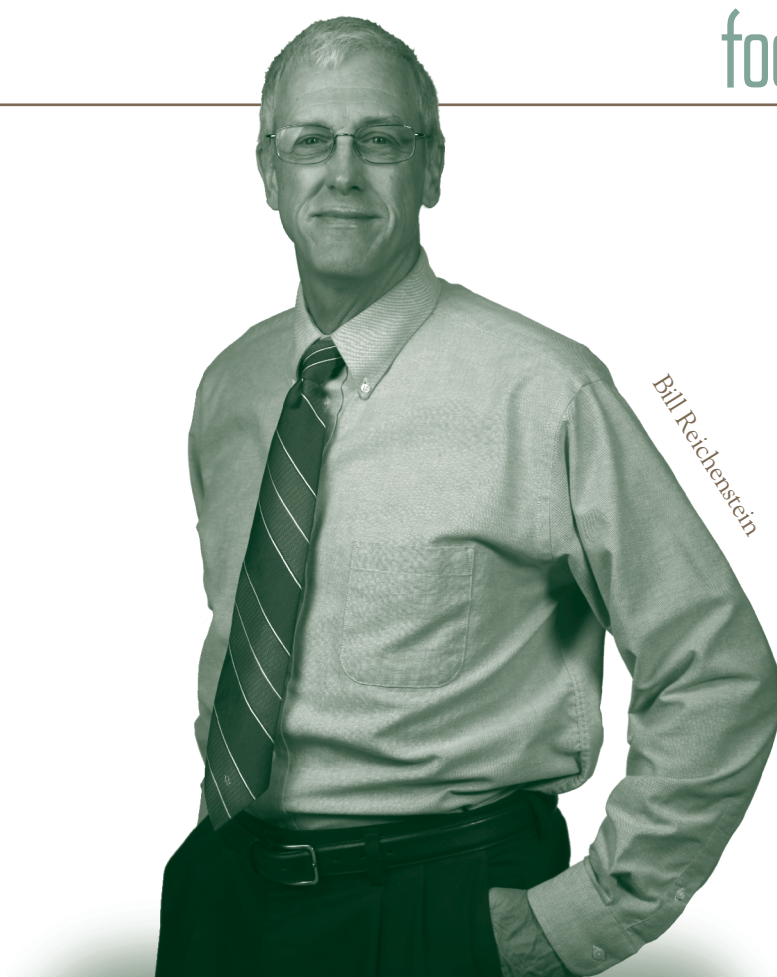
Sexual Abstinence

Jeff Tanner, Associate Dean of Research and Faculty Development, has researched the effectiveness of sexual abstinence programs and documented one that reduced teen pregnancy—Worth the Wait in Amarillo. He has reported the results both to the program administrators and to the Family Youth Service Bureau of the U.S. Department of Health and Human Services.

Tanner said the results of the program included an overall teen pregnancy reduction of 32 percent in the five-county area for the period studied, 2001 to 2003, compared to a 19 percent overall reduction in the geographic area. Tanner said that's almost twice the decline compared to the rest of the area because of Worth the Wait, which provides abstinence education in the schools and promotes screening for sexually transmitted diseases. It also provided education to health care practitioners and used a multimedia campaign.

"Research shows that abstinence education continues to have impact," he said.

One way to magnify impact is publication in academic journals, Tanner noted. "Some publications refuse to review the topic because it is politically charged," he said. "I point out that it's a scientific question worthy of study and we need to quit worrying about politics, but that argument is not always successful." The Worth the Wait study, though, was published last year by *Health Care Marketing*.



Bill Reichenstein

Integrating Family and Work

Integration of work and family life has been **Dawn Carlson's** goal since her first job, when she noticed coworkers spending "an inordinate amount of time away from their families." Since then, the professor of Management and Entrepreneurship has focused on helping people manage the competing roles of work and family. She examined companies that had done a great job as she learned how she would balance her own work and family.

Her new focus on the subject shows how the roles often enrich one another—how work can benefit family and how family experiences give workers satisfaction. She has probed data showing that an empathetic spouse can make a person a better worker, and she has measured the physical and mental health demands of working mothers with new babies.

Carlson gets queries about her book, *Beyond Juggling*, from individuals and corporate executives. She notes that while most managers don't want to meddle, they know helping workers can help the organization by creating a family-friendly work environment.

Materialism

Jim Roberts, Professor of Marketing, studies material possessions and their connection with quality of life. His research shows that the more materialistic people are, the less satisfied they are with everything else.

He organized the areas he surveyed into eight "Life Domains." He and a graduate student surveyed 400 adults across the U.S., ages 18 to 80, and asked them 15 questions about materialism and then asked how satisfied they were with their lives in these eight areas: family, friends, themselves, place of residence, their health, "fun" pursuits, paychecks, and jobs.

Roberts said the study reflects a connection between materialism and satisfaction with life. "It was astounding," he said. "Without exception, people who were more materialistic were less satisfied with every part of their life."

International Economics

A lifelong student of Russia, **Steve Gardner** examined how to help neighboring Kazakhstan build one of the top national economies in the world. He determined of all the actions possible, one stood out: addressing high infant mortality.

Because of his work, Gardner, department chair of Economics, was invited to speak at a nationally televised conference with leaders of the Kazakh government. He presented the report, "Kazakhstan: Building a Competitive Economy and Defeating the Resource Curse." Kazakhstan's abundant oil and gas resources, he argued, can be a source of strength or they can become a "curse" that sustains high-level corruption and interferes with the development of other sectors.

But reducing the high infant mortality rate by broadening access to prenatal care and women's nutrition was one of many positive steps the country could take. "Preventive care is not always cheap, but in a certain sense, prenatal care is a negative cost item," he said. "Research by my colleagues at Baylor shows that access to prenatal care can pay for itself quickly by reducing the cost of other public health programs."

Investing for the Future

Bill Reichenstein, a Finance professor who studies tax-based investment strategies, advises people how to use the tax code to get the most out of invested savings. His biggest focus recently has been getting people to think about how to convert retirement funds from a traditional IRA to a Roth IRA. As of this year, there is no income limitation to converting.

Reichenstein urges careful consideration of investments to affect quality of life in retirement. He concentrates on tax-based strategies and encourages people to distinguish between pre- and after-tax dollars when calculating asset allocation. For example,

each pre-tax dollar in a 401(k) is smaller than each after-tax dollar in a Roth account. "The asset allocation decision is the most important financial decision you will make, so we should make sure we calculate it accurately," he said. In addition, his research concludes that individuals should generally hold bonds in retirement accounts and stocks in taxable accounts, while attaining their desired asset allocation.

He also advises people on withdrawal strategies. "If you take money out in a certain sequence, you can make it last longer," he said. Retiree Income is developing software based on his ideas. For more information, see www.retireeinc.com.

Research Watch

Watch for research from faculty of Baylor University's Hankamer School of Business that will impact quality of life:

Brennan Davis

Assistant Professor, Marketing
Davis' research focuses on health and obesity. His study, coauthored by Christopher Carpenter of the University of California-Irvine, "Proximity of Fast-food Restaurants to Schools and Adolescent Obesity" was funded by the Robert Wood Johnson Foundation. The study found that having fast-food restaurants near schools does impact children's eating habits. The research was published in the March 2009 issue of the *American Journal of Public Health*. It was also voted the "Most Influential Research" by readers and subscribers of the Robert Wood Johnson Foundation Web site.

Davis presented "Empowering Consumers to Lead Healthier Lives," for the Second Transformative Consumer Research Conference held in Villanova, Penn., in June 2009. Davis, with coauthor Cornelia Pechmann, wrote "Place, Prosocial Activity, and Unhealthy Consumption," for the 2009 Association for Consumer Research North American Conference held in Pittsburgh, Penn., in October 2009. Both conferences were sponsored by the Association for Consumer Research.

Davis, with Cornelia Pechmann, presented "Construal Level Theory and Unhealthy Consumption" for the 2009 Marketing and Public Policy Conference sponsored by the American Marketing Association held in Washington, D.C.,

in May 2009. Davis also wrote "Access to Healthy Versus Unhealthy Food in Developing Countries: What Can Be Learned from Low-Income Areas of the United States?" for the 2009 American Marketing Association Winter Educators' Conference held in Tampa, Fla., February 2009.

Linda Carter

Assistant Professor, Economics
Carter has recently completed research, which is currently under review at the *Journal of Economic History*, on evening schools for working children and immigrants. In 2008, she presented the paper entitled "A Hard Day's Night: Evening Schools and Child Labor in the United States, 1870-1910" at the annual meeting of the Southern Economic Association held in Washington, D.C.; at the annual meeting of the Economic History Association, "The Engines of Growth: Innovation, Creative Destruction, and Human Capital Accumulation" held in New Haven, Conn.; and at the National Bureau of Economic Research, Summer Institute, held in Cambridge, Mass. Her dissertation, which includes this project, was recently selected by the Economic History Association as a finalist for the Allan Nevins Prize for the Best Doctoral Dissertation in U.S. or Canadian Economic History.

Carter's work on evening schools in the 19th century was motivated in part by the current usage of evening schools in developing countries and in urban school districts in the U.S. She is beginning work on a project that will examine the effectiveness of contemporary evening schools in

the U.S., which frequently target students at risk of dropping out or those returning to high school after an absence.

Kirk Wakefield

Professor, Marketing
Executive Director, Sports & Entertainment Marketing
Wakefield's current research focuses on budgeting and consumer spending. With Karen M. Stille and J. Jeffrey Inman, Wakefield conducted a field study analyzing consumer spending in grocery stores and included the research in "Planning to Make Unplanned Purchases? The Role of In-store Slack in Budget Deviation," forthcoming in the *Journal of Consumer Research*, August 2010.

Even though studies show that over 50 percent of grocery purchases are unplanned, actual spending tends to be very close to spending intentions. As an explanation for this paradox, the authors propose that consumers have a spending expectation for a grocery shopping trip, also called a mental budget, which typically includes room for unplanned purchases. To describe this behavior, the authors coined the term "in-store slack." They define in-store slack as the portion of the mental budget that is not assigned to be spent on any particular product but remains available for in-store decisions.

Wakefield, with Stille and Inman, also wrote "Spending on the Fly: Mental Budgets, Promotions, and Spending Behavior," in the *Journal of Marketing*, May 2010.

The Big Question is, 'So What?'

The "so what" questions that researchers ask took on great significance for Baylor graduate student Ester Gonzalez. The former vocational education teacher and graduate of Our Lady of the Lake University had just gotten her master's at Baylor when the opportunity arose to pursue a PhD.

A non-traditional student and mother of four, Gonzalez jumped at the chance. She was fuzzy on the significance of research at the time; she knew only that it was important. Now, after a research assistantship, she has several answers to "so what?"

As part of a research team that included professors Dorothy Leidner and Hope Koch, Gonzalez investigated the effects of a large insurance and banking provider's social networking system to find out whether it helped the bank retain information technology employees. The short answer: Yes.

"It helped because it is a socializing type of network," Gonzalez said. "It creates relationships with employees even before they start. For example, they give future employees other contacts in the bank that came from the same university. This creates a network of contacts for them. They get a feeling of belonging, a sense of community. Those are possible factors for retention."

Gonzalez, a PhD candidate in Information Systems, worked on the project last summer and through early 2010. Once the two professors helped start the project, she steered the investigation into specific ways the Nexus social networking system helped USAA Bank in San Antonio.

The trio chose USAA because Koch had been working with the institution in its college recruiting efforts for many years. She was able to schedule interviews and a site visit. Leidner provided guidance at the start, other times as needed, and again toward the end. The group met weekly at first and talked regularly. When Gonzalez and Koch met with obstacles in the data, they turned the problems over to Leidner, who provided analysis insights. "It was a very collaborative effort between the three of us," Gonzalez said.

Koch, who plans to model undergraduate research after this project, saw Gonzalez transform. "When she started, she saw this as her summer project. By the time it was over, we were partners. She would



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Writers: Barbara Elmore and Kristin Todd Stires

Editor: Kristin Todd Stires

Associate Dean of Research and Faculty Development: Jeff Tanner, jeff_tanner@baylor.edu

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The Big Question is, 'So What?' cont.

come to us and say, 'OK, you need to do this and this.' She was doing more reading, so she was informing us. This elevates the student's idea of herself."

A big boost to the project, said Leidner, the Ferguson Professor of Information Systems, was obtaining data quickly. "A lot of things came together right when they needed to," Leidner said. "Getting good data is one of the biggest restraints in research." Also, she said, the topic was innovative enough to produce new information. The amount of work was enormous, she said, "But it was a very good learning experience for Ester. You learn best doing it yourself. She gained much more from this than taking five or six classes. She got a lot of exposure to the whole side of academic research."

The project resulted in a paper titled "The Role of an Enterprise 2.0 System in Integrating Generation Y IT New Hires Into the Workforce," and it is under submission to a journal. The team is preparing another paper for a conference. Writing a paper was an ambitious undertaking for a graduate student at the end of her first year, Leidner added. "It's a very good outcome for a student research project," she said.

Gonzalez now has a clear idea about how to conduct rigorous research. "That was the fuzzy part—what does it take to get a project done so that it has that validity?" A vocational education teacher for seven years at Southwest Texas Junior College in Uvalde, she hopes to use her training to help young people prepare themselves for the future. "Not only for my children, but others," she said.

Textbooks

The following textbooks published by faculty of Baylor University's Hankamer School of Business will impact student learning:

Charles Davis

Department Chair of Accounting & Business Law
Walter Plumhoff Professor of Accounting

Charles Davis and Elizabeth Davis, interim provost of Baylor University, have written a book entitled *Managerial Accounting*, published by John Wiley & Sons, forthcoming 2011. The authors take a new approach to managerial accounting by using a hypothetical company and some of its supply chain trading partners throughout the book to teach students how managerial accounting information is used to make business decisions. The textbook is organized into short learning units within each chapter, which allows students to master a small concept before moving on to the next topic. Students are able to assess their level of understanding with review material at the end of each unit.

Mitchell Neubert

Chavanne Chair of Christian Ethics in Business
Associate Professor, Management & Entrepreneurship

Neubert, with coauthor Bruno Dyck, wrote *Management: Current Practices and New Directions*, published by Cengage Learning, Inc., 2009. The textbook includes the traditional view of management, or "mainstream management," which focuses on the bottom line of maximizing productivity, profitability and competitiveness. But it also introduces a new style of management called "multistream management," which is concerned with maximizing multiple forms of well-being for multiple stakeholders. This approach is becoming increasingly evident among vanguard award-winning practitioners who recognize the importance of collaboration and sustainability.

Bill Petty

Professor, Finance
W.W. Caruth Chair of Entrepreneurship

Les Palich

Ben H. Williams Professor of Entrepreneurship

Petty and Palich wrote *Small Business Management: Launching & Growing Entrepreneurial Ventures*, 15th edition, published by South-Western, 2010. Although the first edition was printed 50 years ago, this 15th edition continues to serve as a leading text for business management. With new innovations, entrepreneurial insights and emphasis on building business plans, the textbook teaches how to start, manage, grow, and harvest a business. This edition's *Small Business Management* student website offers learning resources, including access to the Small Business and Entrepreneurship Resource Center, which includes small business management articles, sample business plans, and state-specific legal forms.

Jeff Tanner

Associate Dean for Research & Faculty Development
Professor, Marketing

Tanner, with coauthors Earl Honeycutt and Robert Erffmeyer, wrote *Sales Management: Shaping Future Sales Leaders*, 1st edition, published by Pearson Prentice-Hall, 2009. By integrating technology, research and strategic thinking activities, the textbook teaches students how to become effective sales managers in a global economy. The textbook dedicates a chapter to CRM technology, along with access to and exercises for Aplicor, a third party CRM tool. The authors also include 12 full-length cases that are integrated with the book and allow students more exposure to sales management practices.

Tanner, with coauthor Robert Dwyer, wrote *Business Marketing: Connecting Strategy, Relationships & Learning*, 4th edition, published by McGraw-Hill, 2009. The textbook incorporates a balance of theory and application in teaching students how to make profitable and relevant business marketing decisions. While focusing on business-to-business marketing, the authors also emphasize the importance of customer relationships and knowledge management.

Tanner, with coauthors Barton Weitz and Stephen Castleberry, wrote *Selling: Building Partnerships*, 7th edition, published by McGraw-Hill, 2009. The authors place emphasis on the need for adaptability in salespeople in order to meet customer needs, discover buyer social styles, relationship needs and strategies. The textbook includes role plays, as well as a discussion of how effective selling and career growth are achieved through practice and continual learning. A new edition of the textbook is forthcoming in 2011.

Tanner, with coauthor Mary Anne Raymond, wrote *Principles of Marketing*, published by Flat World Knowledge, forthcoming 2010. This textbook carries five themes throughout to expose students to marketing: service dominant logic, sustainability, ethics and social responsibility, global coverage, and metrics.

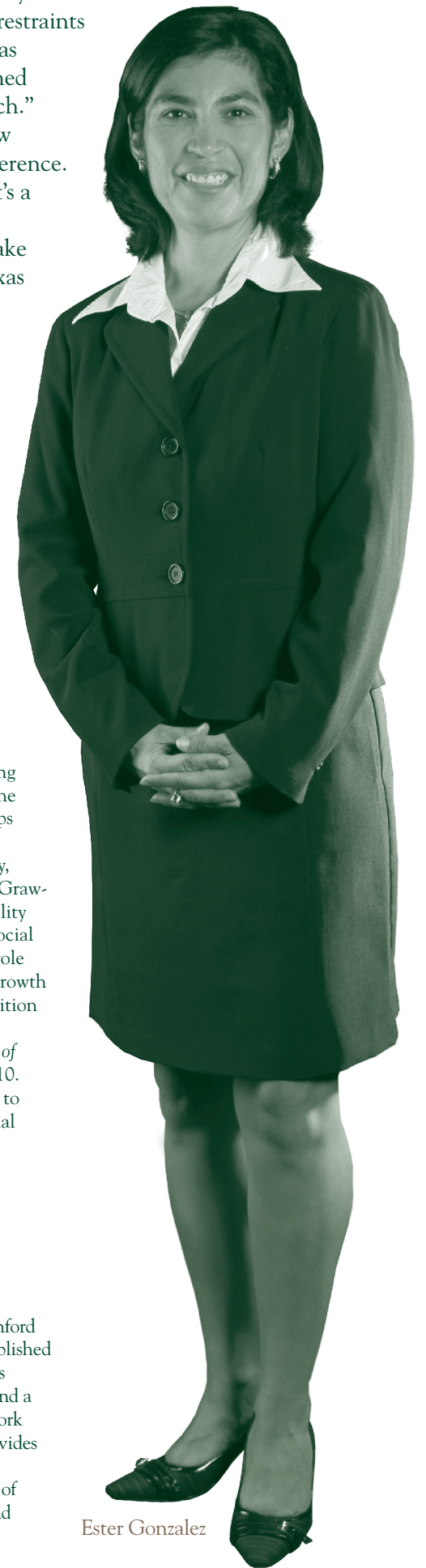
Bill Thomas

Professor, Accounting
Holder of the J.E. Bush Professorship in Accounting
Holder of the KPMG/Holton Chair in Accounting

Tom Harrison

Retired Professor, Accounting

Thomas and Harrison, with coauthor Charles Horngren of Stanford University, wrote *Financial Accounting*, 8th edition, which was published by Pearson Prentice-Hall, September 2009. The textbook explains accounting concepts to students through consistency, repetition and a high level of detail. MyAccountingLab, the book's online homework system, allows students to strengthen their understanding and provides unlimited practice. The textbook also includes new content on ethics and decision making, which Thomas contributes, coverage of International Financial Reporting Standards (IFRS) and fraud, and enhanced coverage of the accounting cycle and cash flows.



Ester Gonzalez