TABLE OF CONTENTS

2 In the Research Forefront
5 Research Centers
6 Faculty Research Profile
7 Are Fruit Futures Coming to a Grove Near You?
8 Reflections on a Banner Year
9 Who Drove and Burst the Tech Bubble?
10 Culture Matters in Performance Appraisal
11 Experience is the Best Teacher
11 Closing the Research Gap on IT Risk
12 Books and Research Monographs
13 Honors, Awards and Recognition
14 Sponsored Research
16 Selected Faculty Publications
19 2011 Visiting Scholars
20 The Research-Teaching Connection
23 Whitman in the News
24 PhD Student Research News

Associate Dean for Research
Michel Benaroch

Editor
Maureen Roen

Contributing writers
Michel Benaroch
Jeff Harris
Maureen Roen
Johan Wiklund

Design
Lyndy McLaughlin

Photography
Susan Kahn
Doug Lloyd
Jim Vivenzio
SU Photo/Imaging
iStock Photo

Whitman Research is published annually for alumni and friends of
the Whitman School of Management at Syracuse University.
How does a business school translate the research productivity and excellence of its faculty into institutional prominence and recognized leadership in specific areas of scholarship?

Certainly every university has its “stars,” those faculty members who receive national and international prominence for their scholarship. And Whitman has done an exceptional job of growing its in-house talent and hiring top talent in recent years.

But we realize that authentic institutional excellence isn’t just about individuals. At Whitman, it is about creating a deep culture of organizational support for—and positive expectations about—research. It is about developing broad-based resources to back smart, productive faculty and graduate students on the front end of their work—in the form of summer research funding, research tools, graduate student support—and on the back end, as they prepare journal articles, books, and share findings at conferences. It is about developing policies and incentives that go hand-in-hand with the research mission. It is about continuing to develop endowed chairs and professorships to reward and retain a world-class faculty.

At Whitman, research isn’t a race. It’s more of an Olympic marathon characterized by a team-oriented mindset. We are delighted to share with you some of the research highlights of “Team Whitman” in 2011—just one leg in our continued pursuit of knowledge and growing reputation for intellectual leadership in management research.
The Whitman School continues to excel in many facets of management research, a fact borne out by Whitman’s high standing in a number research-driven rankings of business disciplines. In 2011, the entrepreneurship department was once again ranked as the second-most productive group worldwide, based on the number of research articles faculty contributed to the top three journals in the field. Other departments and groups in the school that rank among the top 100 most productive research programs in their fields include management, marketing, accounting, supply chain management, and management information systems.

Whitman is in the UTD Top 100 North American Business Schools based on Research Contribution 1995-2011.

The school’s visibility as a thriving center for excellence in research is heightened by its many efforts to support thought leadership in management and entrepreneurship scholarship, including serving as the home of a pioneering journal in entrepreneurship, hosting research conferences in a variety of disciplines, and supporting a range of innovative scholarship through its research centers.

INTELLECTUAL LEADERSHIP IN ENTREPRENEURSHIP

For the last 10 years, Whitman has been home to the Journal of Developmental Entrepreneurship (JDE), which is celebrating its 17th year. Peter Koveos, professor of finance and Kiebach Chair in International Business, has edited the journal since January 2004, succeeding Mike Morris, former Witting Chair in Entrepreneurship. JDE began as a joint effort between Syracuse University and Norfolk State University. Published quarterly by the World Scientific Publishing Company, the journal provides a forum for the dissemination of empirical and theoretical research focused on “entrepreneurship under adversity.”

Its primary audiences are: (1) scholars who study issues of developmental entrepreneurship, and (2) professionals involved in governmental and non-governmental efforts to facilitate entrepreneurship around the world. Research articles cover a wide variety of topics, including challenges and opportunities unique to minority and women entrepreneurs, international entrepreneurship, microenterprise funds and private sector small-business lending practices, entrepreneurship in the informal sector, and the relationship between entrepreneurship and economic development. JDE has also published special issues on ethnic and immigrant entrepreneurship, entrepreneurship in Africa, and entrepreneurship in China and India.
A NEXUS FOR WORLD AND REGIONAL CONFERENCES

BABSON COLLEGE ENTREPRENEURSHIP RESEARCH CONFERENCE

In June 2011, the Whitman School hosted the 31st annual Babson College Entrepreneurship Research Conference (BCERC), the premier conference for entrepreneurship research. The BCERC provides a dynamic venue where academics and practitioners link theory and practice, while encouraging quality research in entrepreneurship. The Whitman School welcomed 330 entrepreneurship scholars and thought-leaders from 29 countries, who presented 242 papers during the four-day conference.

Held concurrent with the conference was the BCERC Doctoral Consortium attended by 25 participants from six countries. The Doctoral Consortium gives PhD students insight into current research issues through interaction with consortium faculty, who encourage their development as leaders in the field of entrepreneurship education.

“The Whitman School was extremely proud to host this prestigious conference at our cutting-edge facility, where some of the latest research in entrepreneurship and innovation is taking place,” noted Dean Melvin Stith. “As ‘scholarship in action’ is SU’s leading focus, it was an especially good fit to be in dialogue with academics in entrepreneurship who think and research not only from a campus perspective, but also in terms of community and global outreach,” he added.

13TH ANNUAL PRICING CONFERENCE

In August, Whitman welcomed international scholars to the 13th annual Pricing Conference, co-hosted by the Department of Marketing and the Earl V. Snyder Innovation Management Center, whose faculty are well-recognized for their research expertise in many facets of pricing and promotion. The conference offered a forum for academic researchers and practitioners to share ideas and explore issues related to pricing, price promotion, and a myriad of global “hot topics” in pricing research. Approximately 60 prominent academic scholars and practitioners from across the global community attended, with participants coming from U.S. schools such as Columbia University, Cornell University, University of Southern California, and the University of Rochester, as well as from international schools including McGill University and the University of Toronto in Canada, the University of Kaiserslautern in Germany, Erasmus University of Rotterdam in The Netherlands, and University Carlos III of Madrid in Spain. Walter Baker, a pricing expert and partner at McKinsey & Company, delivered a practitioner keynote address.

“More than 30 research presentations covered topics relevant to traditional manufacturing and retail pricing and promotional issues, as well as emergent and innovative pricing approaches employed in the online space,” says Tridib Mazumdar, the Howard R. Gendal Professor of Marketing and director of the Snyder Center for Innovation Management.

THE 62ND ANNUAL HARRY E. SALZBERG MEMORIAL LECTURE PROGRAM

The 62nd annual Harry E. Salzberg Memorial Lecture Program, held on October 6, 2011, centered on the theme of resilient supply chains. The program honored the winners of the Salzberg Medallions, individuals and companies recognized for outstanding achievements in or contributions to the fields of transportation, logistics, and supply chain management. Yossi Sheffi, Elisha Gray II Professor of Engineering Systems and director of the Center for Transportation and Logistics at Massachusetts Institute of Technology, was awarded a medallion for lifetime achievement in the field of logistics and supply chain management for his significant body of research work in these fields. C&S Wholesale Grocers Inc. was recognized for leadership in the field of logistics and supply chain management and for being a role model for social responsibility. The program featured lectures from the medallion recipients and distinguished professionals. Attendees from the business community included supply chain management executives from Ryder, RESILINC, Alix Partners, C&S Wholesale Grocers, Fujitsu Frontech North America, IBM, and Snap-on Inc.
Entrepreneurship in Africa, a successful world conference launched at Whitman in 2010, was again held at the Whitman School of Management in May 2011. The conference is organized by the Africa Business Program in Whitman’s Kiebach Center for International Business Studies, in partnership with Makerere University Business School (Uganda), Université Paris-Dauphine (France), Université Laval (Canada), and the State University of New York at Oswego. The conference serves as a forum to present current work on entrepreneurship in Africa by researchers from around the world. More than 85 researchers attended, with representatives from the United States, Canada, Senegal, Kenya, Nigeria, Cameroon, Uganda, Dakkar, and other countries. Research topics included opportunities and challenges faced by African entrepreneurs, financing entrepreneurship in Africa, fostering economic development through entrepreneurship, microfinance and microenterprises, and topics regarding gender, social, educational and public policy issues impacting entrepreneurship. The keynote address, “African Economic Growth Prospect, Constraints, and Risks,” was delivered by Ben Amaoako-Adu, Economical Insurance Group Professor of Finance at the School of Business and Economics at Wilfrid Laurier University (Canada).

Regional Marketing Conference

In April 2011, a day-long regional marketing conference, hosted by Whitman’s Department of Marketing, brought together 45 marketing researchers from the University of Binghamton, SUNY Buffalo, Cornell University, the University of Rochester, Syracuse University, and University of Toronto, for research presentations. The conference provides an excellent opportunity for marketing faculty and doctoral students to share their latest research, network, and explore future collaborative opportunities.
RESEARCH CENTERS

Whitman’s research centers continue to contribute to the school’s reputation and visibility by initiating and providing institutional support for various research activities. Among these activities are the organization and underwriting of research conferences and workshops, the sponsorship of summer research projects of faculty and doctoral students, funding of software purchases and access to research databases, and the initiation of student activities to promote industry knowledge. Their contributions to Whitman’s research mission in 2011 include:

**THE EARL V. SNYDER INNOVATION MANAGEMENT CENTER**, whose mission is to promote the study and understanding of innovation management, hosted the 13th annual Pricing Conference in August 2011, in cooperation with Whitman’s Department of Marketing. The Snyder Center also supported summer research projects and student international experiences focused on innovation management.

**THE KIEBACh CENTER FOR INTERNATIONAL BUSINESS STUDIES** hosted its 2nd annual Entrepreneurship in Africa conference in May 2011. Kiebach’s Africa Business Program promotes faculty research and interest in business in Africa and advances Africa-related knowledge among students.

**THE ROBERT H. BRETHEN OPERATIONS MANAGEMENT INSTITUTE**, which fosters the development and dissemination of new knowledge in the field of operations management, funded several summer research projects of faculty and doctoral students.

**THE GEORGE E. BENNETT CENTER FOR TAX RESEARCH** designated two accounting faculty members from Whitman as Bennett Fellows for 2010-2012. The fellowships offer generous financial support aimed at stimulating the creation of new knowledge in the fields of accounting and taxation. The Bennett Center also funds access to research data sets relating to accounting and tax.

**THE SUSTAINABLE ENTERPRISE PARTNERSHIP**, an annual cross-campus collaboration involving the Whitman School, brings to the SU campus a leading scholar who is designated the Fetner Sustainable Enterprise Fellow. The 2011 fellow was Magali Delmas, professor of management at the University of California-Los Angeles. The 2012 fellow, Michael Lenox, Samuel L. Slover Professor of Business at the University of Virginia, will share his research on trends in green tech entrepreneurship and innovation with the Whitman community.

**THE MICHAEL J. FALCone CENTER FOR ENTREPRENEURSHIP**, along with the Department of Entrepreneurship and Emerging Enterprises, recognized Professor Patricia P. McDougall, director of international business and William L. Haebler Professor of Entrepreneurship at Indiana University, as the 2011 Falcone Distinguished Entrepreneurship Scholar—a visiting professorship in which the honoree gives an open research presentation, meets individually with faculty members, and conducts a discussion with doctoral students.

**THE JAMES D. KUHN REAL ESTATE CENTER**, which aims to integrate finance and real estate in teaching and research, has funded access to relevant data sets and hosted leading real estate researchers.
The Whitman School of Management has 77 full-time faculty, of which 20 are professors of practice (PoP) and 57 are tenured and tenure-track (T/TT) professors. The latter number has fluctuated only slightly since the early 2000s.

While the number of tenured or tenure-track faculty has remained stable over recent years, Whitman’s faculty composition has changed dramatically, with an increase in top-quality hires across all academic areas—including a growing number of chaired appointments—in entrepreneurship, supply chain management, and finance and real estate.


More broadly, the faculty’s output productivity has grown since the early 2000s, while the size of the research faculty body has not. This growth has been constant since 2003. There is also a clear spike in the rate of publication in the very top research journals across every business discipline.

Whitman faculty members continue to provide thought leadership in their fields as members of research journal editorial boards. More than half of the tenured faculty serve as editors on close to 50 editorial appointments, with four acting as senior editors and chief editors. More impressive is that, proportionally, this percentage is only slightly lower for Whitman untenured faculty. Many of the appointments are at the very best refereed journals, including: *Academy of Management Review*, *Marketing Science*, *Journal of Business Venturing*, and *Strategic Management Journal*.
ARE FRUIT FUTURES COMING TO A GROVE NEAR YOU?


Commodity markets have long traded futures contracts on a range of agricultural products, from wheat and corn to soybeans and sugar. And while some contracts even allow investors and hedgers to hone in on specific agricultural end-products including orange juice, wine, and Spanish olive oil, none to date has focused on the fruits themselves—offering targeted contracts, say, for Florida oranges, Australian grapes, or Turkish olives.

Recent research by Burak Kazaz and Scott Webster, published in Manufacturing and Service Operations Management, concludes that fruit futures markets present a financial innovation that would benefit risk-averse agricultural growers looking to shield their businesses from supply uncertainties.

“Unlike manufacturing firms, agricultural businesses cannot use inventories strategically to battle inevitable supply uncertainties,” Kazaz and Webster write. “An olive oil producer needs to press its olives within 48 hours of collection in order to achieve the highest quality final product. Similar parameters govern the production of fresh orange juice and wine. Oranges crushed immediately produce high quality juice, and grapes are pressed immediately for wine production.”

Producers will have made an investment in leasing farm space, but their realized fruit supply fluctuates from one year to the next because of weather conditions and disease, the authors explain. At the end of the growing season, a producer essentially has three options: convert all of its crop supply to an end product, purchase additional supplies from other growers to increase yield, or sell some (or all) of its crop supply in the open market without converting to a finished product.

The authors cite dramatic fluctuations in the citrus, olive, and grape supplies in recent years to illustrate the need for growers to incorporate a yield-dependent trading cost structure into their pricing and production-planning decisions. The researchers examine how firms can reduce the risk of yield uncertainty and yield-dependent trading costs using four interacting mechanisms: leasing rather than owning farm space, using the spot market to buy and sell fruit, adjusting the price of their end product, and purchasing fruit futures.

Using data from a Turkish olive oil producer, they show that an agricultural firm would be leasing significantly less farm space (nearly half as much) using a yield-dependent cost structure as compared to operating under static costs. And while the firm’s expected profit is lower under the yield-dependent cost structure, the price of ignoring the yield-dependent structure increases tremendously with decreasing values of the spot-market buying/selling spread. Their findings suggest that a sufficiently risk-averse firm can benefit from the presence of a fruit futures market when it uses yield-dependent cost structure in making pricing and planning decisions.

Consumers should also appreciate the wild pricing fluctuations that this kind of cost structure could temper.

BUCRAK KAZAZ is an associate professor of supply chain management and the Whitman Teaching Fellow for 2010-2012. His research interests include the integration of operations, and marketing and finance, with special focus on managing uncertainty and risk in global supply chains.

SCOTT WEBSTER is the Steven Becker Professor Supply Chain Management in the Department of Marketing. His research focuses on issues related to improving competitiveness through logistics, including scheduling, policies for managing a supply chain, and the design of distribution networks.
REFLECTIONS ON A BANNER YEAR

Johan Wiklund, Kauffman eProfessor and professor of entrepreneurship and emerging enterprises, enjoyed a very productive year in 2011. He had an astounding 10 articles published in the world’s leading management and entrepreneurship journals and was also honored with the Mentor Award from the Academy of Management’s Entrepreneurship Division.

What rises to the top for Wiklund when he reflects on the achievements and accolades of the last twelve months?

“First of all, I’m very aware that coming to the Whitman School in 2008 was very good for me,” he emphasizes. “I have enjoyed the institutional support to focus on the things that I am passionate about—teaching, research, and supervision of PhD students—with like-minded, world-class colleagues. It is paying off now.”

In addition to his own writing, Wiklund also served as editor of a 2011 special issue of the scholarly journal Entrepreneurship Theory and Practice, focused on the future of entrepreneurship research. This, he says, was the project he found most fulfilling.

“Although I am happy and proud of all my publications and other achievements during the year, the special issue was particularly fun and meaningful to me,” Wiklund observes. “It also brings back good memories.”

The origins of the special journal issue date back to 2008, when, together with three colleagues, Wiklund organized a think-tank style workshop in Europe. The intellectual visioning and discussions lit a fire that is still burning strong for participants.

“We invited the greatest thinkers in our field to convene at a historic Swedish castle—and everybody showed up!” he marvels. “Over three days we had very exciting conversations about where we felt that the field of entrepreneurship research was moving and where we would like to see it go.

“One of the important insights I came away with was how many of the scholars were interested in seeing entrepreneurship research contribute to tackling the large, difficult issues and to making a better world. There are indeed many challenges to overcome, such as extensive poverty in many countries, the inability of government to satisfactorily solve social issues, and unsustainable use of our resources,” Wiklund continues. “During the workshop there was a clear sense that, as entrepreneurship scholars, we can help contribute in these areas. This was also reflected in the articles we published in the special issue.”

In addition to editing the special issue, Wiklund and his co-organizers also authored the journal issue’s introductory article. “In our intro, we suggest that entrepreneurship scholars are in a unique position to explain certain phenomena—more precisely the emergence of new economic activity and its implications,” he explains. “Our insights should not be limited to the startup of new ventures, but should also include social entrepreneurship and corporate entrepreneurship.

“This is certainly the view we take in Whitman’s Department of Entrepreneurship and Emerging Enterprises regarding our mission and our teaching,” Wiklund says. “We want to equip our students with the tools to engage in independent, corporate, and social entrepreneurship and help solve important challenges in the world.”
WHO DROVE AND BURST THE TECH BUBBLE?

In December 1996, then-Federal Reserve Board Chairman Alan Greenspan coined the term “irrational exuberance” in a speech at the American Enterprise Institute. During the next three-plus years, technology stocks continued to rise more than five-fold before the great 1990s tech bubble collapsed in March 2000. How do such bubbles develop? How can asset values rise so swiftly and then contract just as easily, taking billions of investor dollars down with their failed promise?

Economists have long struggled to explain the existence of bubbles and manias. Indeed much work has addressed bubbles, dividing roughly into the “behavioral” camp, which views bubbles as evidence that markets reflect psychological biases like overly-optimistic views, and the “rational” camp who argue either that stock prices truly reflect expected profits, or that market imperfections somehow inhibit rational investors from arbitraging prices that clearly appear to be too high.

Having spent the 2000-01 academic year as visiting economist at the Nasdaq, Jeffrey H. Harris, now the Dean’s Professor of Finance in the Whitman School, had a frontline experience in the tech bubble's wake. While on the faculty at the University of Delaware, Harris spent the next few years building a database that he could apply to the question “Who drove and burst the tech bubble?” The data he compiled included every trade made in every Nasdaq stock for the years 1997-2002, with the buying and selling broker identified for each trade. Using this information goldmine, Harris and his co-authors set out to examine which market participants appeared culpable in the formation and bursting of the tech bubble.

They found that financial institutions bought more new technology supply than individuals during the market run-up. Among institutions, they found that hedge funds were the most aggressive investors, but independent investment advisors and actively-managed mutual funds invested the most capital in the technology sector during the run-up. While “irrationally exuberant” retail investors were not absolved of all blame (they too were strong buyers of tech stocks during the run-up), the money flows from institutions far exceeded both direct retail investment in stocks and indirect retail purchases via mutual funds.

When the inevitable reckoning arrived with the March 2000 technology stock reversal, the burst was accompanied by a broad sell-off from institutional investors who shed technology stock holdings. Interestingly, however, purchases by retail investors accelerated during the sell-off, with particularly strong purchases through discount brokerage accounts. In fact, individual investors actually helped to buffer the dramatic drop in tech stock prices by accelerating their purchases of tech stocks during 2000 (albeit at the great cost to their net worth).

Overall, Harris and his co-authors found evidence most consistent with the bubble model of Abreu and Brunnermeier (2003), where rational arbitrageurs—professionals trading on behalf of institutional clients—fail to trade against bubbles until a coordinated selling effort occurs. While this work has little to say about how this coordinated effort might coalesce among professional traders, it makes clear that “irrational exuberance” on the part of individual investors played only a minor role in the bubble’s growth.

Performance appraisal, when done right, can enhance both employee and organizational performance. While a good deal of research has been done on performance appraisal in the United States, relatively little has been conducted on the role of performance appraisal in the global economy, especially in multinational operations.

Do multinational companies adjust their human resources practices to fit a particular country’s culture? What are the consequences for companies whose HR practices are insensitive to cultural differences? These are some of the big questions that Yitzhak Fried, professor of management, set out to answer in a recent comprehensive study undertaken with co-researcher Hilla Peretz, of Israel’s Ort Braude College. Their work examined the key human resources function of performance evaluation across 6,000 different organizations in 21 countries.

“We first explored the influence of societal cultural practices on the characteristics of organizations’ PA practices,” Fried explains. “Who does the evaluating? Who is evaluated? And what are the purposes of the evaluation? Second, we investigated the contribution of the level of congruence between these cultural practices and the characteristics of PA practices to two key organizational outcomes: absenteeism and turnover.

“In collectivist societies individuals are expected to subordinate themselves to the group’s goals and success,” he says. “Organizations in collectivist cultures may be less inclined to rely on multiple sources of evaluation. The high value that collectivistic cultures place on protecting reputations and reducing social anxiety leads people to be uncomfortable giving and accepting negative performance feedback. Individuals are likely to feel more comfortable with indirect, implicit, and subtle messages about performance.

“In contrast, in individualistic cultures, people expect differential rewards but also expect that these rewards will be based on fair evaluation processes,” continues Fried. “Therefore, organizations in individualistic cultures may be more inclined to rely on multiple sources of evaluation—from supervisors, peers, subordinates—to enhance the perception of fairness and the acceptability of differential personal rewards based on these evaluations.”

The researchers’ results supported the hypotheses that national cultural practices were related to organizational performance appraisal practices and that organizations that adopt appraisal practices congruent with the national culture in which they’re embedded have lower turnover and absenteeism levels. Conversely, organizations that adopt performance appraisal practices that deviate from the dominant societal culture contribute to employees’ resistance, resulting in increased absenteeism and turnover.

“For practitioners, our findings suggests that managerial decisions about the form that performance appraisals take should incorporate the national culture that a particular organization is embedded in, so that the appraisal system will be effective for the organization,” Fried notes.
EXPERIENCE IS THE BEST TEACHER


Entrepreneurial ventures have received a lot of justified attention from policy makers, managers and, of course, entrepreneurs, for their creativity and innovation. However, a recent study by Natarajan Balasubramanian, assistant professor of management, finds that the initial “creative spark” is only part of the story. The study, covering the entire U.S. manufacturing sector, finds that there is significant organizational learning after founding, which likely allows new ventures to take that initial spark to commercial success.

“Incumbents have been known to establish, on average, better-performing ventures than entrepreneurial firms; however, what this study highlights is that this performance disadvantage of entrepreneurial firms significantly increases with the importance of learning in an industry,” says Balasubramanian.

Where learning-by-doing matters, new ventures of incumbents appear to learn faster with experience, and achieve an edge even over entrants that started at similar productivity levels. The results imply that in industries where learning from experience matters—for example, in technologically active industries such as electronics and pharmaceuticals—entrepreneurial ventures have to start at a significantly higher level of performance than the industry average if they are to succeed.

Balasubramanian cautions that, since the study was designed to provide a broad-brush characterization of the issues, it’s important not to draw inferences on the ability and experience of individual entrepreneurs, which was not considered in detail in this research.

CLOSING THE RESEARCH GAP ON IT RISK


Organizations’ growing exposure to information technology (IT) operational risk, or the risk of failures of operational IT systems, could translate into significant losses.

Despite this, there are notable theoretical and empirical gaps in the literature on IT operational risk. The authors propose a “resource weaknesses” framework, which extends the resource-based theory of the firm as a theoretical lens for investigating IT operational risk and its impacts. They also theorize about and empirically examine the impact differences of two categories of IT operational failures: ones resulting in the disclosure, misuse, or destruction of data assets, and ones resulting in the loss of availability or the mis-operation of functional IT assets that are responsible for the handling of data assets. Whereas the former data-related failures have had some coverage in the literature, little is known about the latter function-related failures. Chernobai and Benaroch apply an event study analysis with a well-balanced data set of IT operational failure events that occurred in U.S. financial service firms over a 25-year period. They find that function-related events have a substantially larger negative wealth effect than data-related events, and that firm characteristics such as firm size and growth potential greatly influence the degree of wealth effect. The article concludes with important implications for practice and research.
CAThERINE MArITAN, associate professor of management, and Margaret Peteraf, Tuck School of Business at Dartmouth College, co-edited a two-volume book titled *Competitive Strategy*, published in September 2011. The volumes are part of the Strategic Management Series in the research collection published by Edward Elgar Publishing. The volumes offer an essential guide to the most important research in competitive strategy. The first volume contributes to the understanding of competitive effects at the industry, firm, group and dyad levels. The second focuses more deeply on the competitive capabilities of individual firms, including those required to succeed in dynamic competitive environments. The work serves as an introduction to this research area for graduate students of strategic management, and as an ideal companion for academics and researchers seeking a broad overview of the field.

PADMAL ViThARANA, professor of MIS in Whitman’s Joseph I. Lubin School of Accounting, edited a volume titled *Service-Oriented Perspectives in Design Science Research*, with Hemant Jain and Atish Sinha (Springer 2011). This volume contains the refereed proceedings of the sixth International Conference on Service-Oriented Perspectives in Design Science Research, held in Milwaukee, Wisconsin, in May 2011. Papers in this volume focused on key themes including design theory, design science research strategies, design methods and techniques, design evaluation, design guidelines, service-oriented perspectives in design science, process design, neuroscience in design research, and designing for social media.

**TEXTBOOKS**


**Employment and Labor Law,** 2011 (7th edition), PATRICK J. CIHON and James Ottavio Castagnera (South-Western College).

YITZHAK FRIED, professor of management, was elected a Fellow in the Society of Industrial and Organizational Psychology (SIOP), the premier membership organization for those who focus on industrial/organizational psychology, with 7,200 registered members. SIOP is also a division within the American Psychological Association, and an organizational affiliate of the Association for Psychological Science. Society Fellows are distinguished industrial and organizational psychologists who have shown evidence of unusual and outstanding contributions or performance in industrial/organizational psychology through research, practice, teaching, administration, and professional service. The formal ceremony was held at the 2011 SIOP meeting in April in Chicago.

SCOTT WEBSTER, the Steven Becker Professor of Supply Chain Management, received a 2012 Chancellor’s Citation for Excellence Award. This prestigious Syracuse University award recognizes exemplary work—beyond normal job expectations—by faculty and staff. In recognizing Webster, SU Chancellor Nancy Cantor noted: “You have made important advances in your field in the areas of workflow, sustainability, and risk management. Design and implementation of resilient supply chains have helped countries and communities around the world respond to emergencies and catastrophic events. Active collaboration with industry centers and professional contacts has attracted resources and opportunities for your students and department colleagues. Beyond your scholarly work, you have served Syracuse University as a leader in curriculum innovation and as an inspiring teacher and mentor.”

JOHAN WIKLUND, professor of entrepreneurship, was presented with the Entrepreneurship Mentor Award at the 2011 Academy of Management (AOM) meeting in San Antonio, Texas. The award recognizes distinguished service to the field of entrepreneurship in developing a new generation of academics and is presented by the AOM’s Entrepreneurship Division. The award, presented only in years when a worthy candidate has been identified, was last presented in 2009. “Among the awards I have received, this is by far the one I value most highly,” says Wiklund. “Working with doctoral students is very special and meaningful, and being recognized for it feels great. And reading the letters of support from previous and current students was tremendously moving.” The nomination was coordinated by Whitman doctoral student Sharon Simmons, who solicited support letters from around the world.

G. THOMAS LUMPKIN, the Chris J. Witting Chair of Entrepreneurship, was named co-editor of the Strategic Entrepreneurship Journal by the Strategic Management Society. The appointment recognizes Lumpkin’s globally renowned scholarship and research interests in entrepreneurial orientation, social entrepreneurship, family business and strategy making processes. “Strategic Entrepreneurship Journal is fast becoming one of the leading journals in the field of entrepreneurship,” says Lumpkin.

OTHER AWARDS AND RECOGNITION

FRED EASTON, professor of supply chain management and director of the Robert H. Brethen Operations Management Institute, joined the editorial board of Decision Sciences Journal.

DINESH GAURI, assistant professor of marketing, is the co-winner of 2012 William R. Davidson Award for the Best Article published in Journal of Retailing in 2010. The award was presented in the Winter 2012 conference of the American Marketing Association.

MIKE HAYNIE, Barnes Professor of Entrepreneurship and executive director of the Institute for Veterans and Military Families, joined the editorial board of the Journal of Management Studies.

BURAK KAZAZ, associate professor of supply chain management, has been promoted to senior editor at Production and Operations Management.

G. THOMAS LUMPKIN, Chris J. Witting Chair of Entrepreneurship, delivered keynote addresses at the 2011 Australian Graduate School of Entrepreneurship Conference in Melbourne, Australia, the 2012 US Association of Small Business Entrepreneurship conference in New Orleans, and the 2012 GMLG Conference on Entrepreneurship in Germany.

EUNKYU LEE, professor of marketing and director of the doctoral program, received Best Reviewer Award from the Journal of Retailing.

ALEXANDER MCKELVIE, assistant professor of entrepreneurship, joined the editorial boards of Family Business Review and International Journal of Entrepreneurial Behavior & Research.

PADMAL VITHARANA, associate professor of MIS, served on the program committee of the International Conference on Design Science Research in Information Systems and Technology (DESRIST 2011), May 5-6, in Milwaukee, Wisconsin.
Syracuse University launched a unique partnership with JPMorgan Chase in June 2007 to collaborate on research projects of joint interest that provide value to both organizations and to society. The selection of projects appropriate for the partnership is driven by both academic and business criteria. An initial set of three research projects were launched in 2008, one of which was lead by a Whitman faculty member. Since then, Whitman’s involvement in the collaboration has grown significantly. Raja Velu, professor of managerial statistics, was named the first JPMorgan Chase Faculty Fellow in fall 2011. Velu serves as liaison and facilitator between JPMorgan Chase and Syracuse University, facilitating collaborative research work between the partners.

Two new applied research initiatives were undertaken in 2011, and two others were launched in January 2012:

- **Estimation of Market Impact Models and Feature Selection** ($306K)
  - **Principle Investigator:** Raja Velu (Whitman)
  - **Co-Principal Investigators:** Chilkuri Mohan (ECS) and Michel Benaroch (Whitman)

- **Analysis and Generation of Alerts in Fixed Income Portfolio Data** ($361K)
  - **Principle Investigator:** Kishan Mehrotra (ECS)
  - **Co-Principal Investigator:** Raja Velu (Whitman)

- **Software Evolution: Understanding Factors Contributing to the Escalation of Software Maintenance Cost and Software Entropy** ($212K)
  - **Principle Investigator:** Michel Benaroch (Whitman)
  - **Co-Principal Investigator:** Padmal Vitharana (Whitman) and Kishan Mehrotra (ECS)

- **Another grant of $176K has been given to Raja Velu (Whitman) for ongoing research work he is doing while at JPMorgan Chase during the 2011-2012 academic year.**
Pamela Brandes, associate professor of management, is a co-principal investigator for a National Science Foundation Institutional Transformation ADVANCE Grant to SU valued at $3.4 million over five years. The research team will address issues related to recruitment, retention, and advancement of women faculty members in science, technology, engineering, and mathematics (STEM).
SUSAN ALBRING
“Do Debt Constraints Influence Firms’ Sensitivity to a Temporary
Tax Holiday on Repatriations?” (with L. Mills and K. Newberry),

“Managerial Compensation and the Demand for External
Monitoring” (with I. Khurana, A. Nejadmalayeri, and R. Pereira),

AMBER ANNAN
“Geographic Proximity and Price Discovery: Evidence from
NASDAQ” (with VA Gatchev, L. Madureira, CA Pirinsky, and S.

NATARAJAN BALASUBRAMANIAN
“New Plant Venture Performance Differences Among Incumbent,
Diversifying, and Entrepreneurial Firms: The Impact of Industry

“Learning-by-Doing and Market Structure” (with M.B. Lieberman),

“What Happens When Firms Patent? New Evidence from U.S.
Economic Census Data” (with N. Sivadasan), *Review of Economics

MICHEL BENAROCCH
“Impact of Sourcing Flexibility on the Outsourcing of Services
under Demand Uncertainty” (with S. Webster and B. Kazaz),

“Pricing e-Service Quality Risk in Financial Services” (with A.
Appari), *Electronic Commerce Research and Applications*, 10(5): 534-
544, 2011.

KRIS BYRON
“Meta-Analytic Investigation of the Relationship of State and Trait
Anxiety to Performance on Visual and Verbal Creative Tasks” (with
269-283, 2011.

“Rewards and Creative Performance: A Meta-Analytic Test of
Theoretically-Derived Hypotheses” (with S.A. Khazanchi),
*Psychological Bulletin*, forthcoming.

CHUNG CHEN
“Gastric Bypass Up-Regulates Insulin Signaling Pathway” (with S.
Bonhomme, A. Guijarro, S. Keslacy, C.G. Goncalves, S. Suzuki, and

“Hyperbaric Oxygenation Therapy Alleviates Chronic Constrictive
Injury-Induced Neuropathic Pain and Reduces Tumor Necrosis
Factor-Alpha Production” (with F. Li, L. Fang, S. Huang, Z. Yang, J.
Nandi, S. Thomas, E. Camporesi), *Anesthesia and Analgesia*, 113(3):
626-633, 2011.

ANNA CHERNOBAI
“The Determinants of Operational Risk in U.S. Financial
Institutions” (with P. Jorion and F. Yu), *Journal of Financial and
Quantitative Analysis*, December 2011.

“An Event Study Analysis of the Economic Impact of IT Operational
Risk and Its Subcategories” (with J. Goldstein and M. Benaroch),
*Journal of the Association for Information Systems*, 12(9): 606-631, 2011.

“Composite Goodness-of-Fit Tests for Left-Truncated Samples”
(with S.T. Rachev and F.J. Fabozzi), in *Handbook of Financial

JOSEPH COMPRIX
“Pension Plan Accounting Estimates and the Freezing of Defined
Benefit Pension Plans” (with Karl A. Muller III), *Journal of

“Empirical Evidence on the Impact of Book-Tax Differences on
Divergence of Opinion among Investors” (with R. Graham and J.
Moore), *Journal of the American Taxation Association*, 33(1): 51-78,
2011.

“Bias in Quarterly Estimates of Annual Effective Tax Rates and
Earnings Management” (with L. Mills and A. Schmidt), *Journal of the

RAVI DHARWADKAR
“Corporate Governance and Corporate Social Responsibility (CSR):
The Moderating Roles of Attainment Discrepancy and Organization
Slack” (with P. Arora), *Corporate Governance – An International

FRED EASTON
“Cross-training performance in flexible labor scheduling

RANDY ELDER
“Corporate Governance, Growth Opportunities, and Earnings
Restatements: Effects of a Corporate Governance Code” (with K.Y.
Chen and Y.M. Hsieh), *Asia-Pacific Journal of Accounting & Economics*,
SCOTT FAY

YITZHAK FRIED


“The role of work orientations in the job demands-resources model” (with E. Demerouti and A. Bakker), Journal of Managerial Psychology, forthcoming.

DINESH GAURI


DONALD HARTER

MIKE HAYNIE


BURAK KAZAZ


PETER KOVEOS

SCOTT LATHROP

EUNKYU LEE

LIHONG LIANG

TOM LUMPKIN


CATHERINE MARITAN

SELECTED FACULTY PUBLICATIONS

TRIDIB MAZUMDAR

ALEXANDER MCKELVIE


JULIE NIEDERHOFF

MILENA PETROVA


SANDRA PHILLIPS

SP RAJ

MINET SCHINDEHUTTE


PADMAL VITHARANA
“A Knowledge Based Component/Service Repository to Enhance Analysts’ Domain Knowledge for Requirements Analysis” (with H. Jain and F.M. Zahedi), Information and Management, forthcoming.

JOSEPH WARBURTON

SCOTT WEBSTER


DAVID WEINBAUM

JOHAN WIKLUND


DAVID WILEMON

YILDRAY YILDIRIM

2011 VISITING SCHOLARS

SUMIT AGARWAL, senior financial economist in the research department at the Federal Reserve Bank of Chicago, presented “Market-Based Loss Mitigation Practices for Troubled Mortgages Following the Financial Crisis.”

DAVID AUDRETSCH, of Indiana University, presented “The Bayh-Dole Act and Scientist Entrepreneurship.”

GURDIP BAKSHI, of the Robert H. Smith School of Business, University of Maryland, presented “Predictability of Currency Carry Trades and Asset Pricing Implications.”

GARRY BRUTON, of Texas Christian University, presented “When Institutional Change Outruns the Change Agent: The Contested Terrain of Entrepreneurial Microfinance for the Poor.”

MAJOR COLEMAN IV, of the University of California Irvine, presented “Do Personal Consumption Expenditures Reflect Investor Stock Sentiment?”

MAGALI DELMAS, professor of management at the UCLA Institute of the Environment and Sustainability and UCLA Anderson School of Management, presented “Sustainable Enterprise-Related Research Opportunities and Trends.” She was honored as the Fetner Sustainable Enterprise Fellow for 2011.

JARROD GOENTZEL, founder and director of the Humanitarian Response Lab at MIT, presented “Prioritizing Resource Deployment in a Humanitarian Response.”

PETER KLEIN, of the University of Missouri, presented “Entrepreneurial Judgment in Private and Public Organizations.”

PATRICIA P. MCDougALL, director of international business and the William L. Haeberle Professor of Entrepreneurship at Indiana University, presented “Untangling the Relationship between New Venture Internationalization and Performance.” She was also honored as the 2011 Falcone Distinguished Entrepreneurship Scholar.

RONI MICHAELY, Rudd Family Professor of Management and Professor of Finance at Cornell University, presented “Do Institutional Investors Influence Capital Structure Decisions?”

MARIA MINNITI, of Southern Methodist University, presented “Health Insurance, Job Lock, and Self-Employment Choices.”

YOSSI SHEFFI, Elisha Gray II Professor of Engineering Systems and Director of the Center for Transportation and Logistics at MIT, was awarded a medallion for lifetime achievement in the field of logistics and supply chain management by the Harry E. Salzberg Memorial Lecture Program.
THE RESEARCH-TEACHING CONNECTION
VALUE-ADDED IN THE CLASSROOM AND BEYOND
What are the benefits to students when faculty make an active link between their research and teaching? Do the demands that researchers make on themselves carry into their own expectations for students?

These were some of the questions in a study published in *Academy of Management Learning and Education* titled “Does Business School Research Add Economic Value for Students?” The article, which has gained attention in the b-school arena, was the subject of an August 2011 story in *Strategy + Business*, published by global consulting firm Booz & Company. Reporter Matt Palmquist observed:

> Scholarly research from business schools is often lambasted for having little practical application. But this study finds that MBA students who go to schools where the research level is high get paid more than peers who went to other schools — as much as 21 percent more after three years in the real world.

> The reason has less to do with the research itself than with the effort that goes into it. “Active engagement in knowledge creation through research,” write the authors, “as opposed to simply teaching from textbooks ... may help faculty hone their analytical skills and consequently emphasize a more rigorous approach to problem solving.”

Several other studies have shown research to have an impact in narrower contexts. For example, a 2011 study from *Academy of Management Learning and Education*, by Munoz, et al., shows that research has an impact on how faculty teach students to spot entrepreneurial opportunities.

At Whitman, the interconnectedness of a robust research agenda and great teaching has long been an assumption.

> “Over my career at Whitman, I’ve always had the sense that most people who won awards for their teaching were also doing well in research,” observes Tridib Mazumdar, the Howard R. Gendal Professor of Marketing and former associate dean for research.

> “Indeed, this link was borne out in our recent observation that 12 faculty members who are consistently active in research have accumulated more than 20 teaching awards since 2003, at the school and the university level.”

Wanting to explore this subject a bit further, Whitman’s Research Committee asked faculty about the tangible ways management research makes its way into their courses. Their responses indicated students benefit in many ways from strong faculty-research linkages and that faculty use of research in the classroom is clustered around four themes. Whitman faculty leverage research to:

1. Support evidence-based learning
2. Encourage structured thinking and analytical problem-solving
3. Expose students to the latest ideas and developments
4. Supplement what’s missing in textbooks

### SUPPORT EVIDENCE-BASED LEARNING

In some disciplines, such as management and medicine, which tend to have strong practical components and where many people have some practical experience, being able to provide evidence-based facts and knowledge is vital to ensuring that students learn more than “popular press” examples and understand the limitations of making generalizations about a single experience. It’s important that students learn about actual “best practices” from different industries and over time, not just individual interpretations and attributions of what went right or wrong in one business.

The work of Tom Lumpkin, Chris J. Witting Chair in Entrepreneurship, on entrepreneurial orientation has been shown to be vital for predicting performance of entrepreneurial firms, but it is not well known by practitioners or students. Alex McKelvie teaches it in his own Corporate Entrepreneurship course and uses it as the basis for one aspect of the major assignment in the course. McKelvie also incorporates his own work on growth and startup processes in each of his courses as well as in the executive education and outreach he provides—at the South Side Innovation Center, in the Syracuse Entrepreneurs Bootcamp, and the New York Family Business Center. In doing so, McKelvie provides a strong “true best practice” aspect to these programs.

Mike Haynie’s research on veterans and the difficulties they face in returning from combat into “traditional” employment situations has led to the development of the Entrepreneurship Bootcamp for Veterans with Disabilities and related programs for veterans and their families, locally and internationally. This evidence-based teaching has led to the discovery of the kinds of mechanisms that need to be in place to help with transitions from different life situations and how entrepreneurship can expand opportunities and help rebuild careers.

Anna Chernobai and Michel Benaroch bring into their courses, their own research on how troubles with operational IT systems impact organizations. Their research underscores empirical evidence showing that significantly greater damage is caused by problems which compromise the availability and integrity of these systems rather than problems related to security breaches. Students find these results unexpected considering that most attention in textbooks and the trade press is almost exclusively limited to issues of information security and cybercrime.

Kris Byron discusses in undergraduate courses her meta-analytic work to emphasize how knowledge is accumulated in a field. This stresses the importance of trusting knowledge generated from scientific methods rather than based on intuition or experience.
ENHANCE STRUCTURED THINKING AND ANALYTICAL PROBLEM-SOLVING

Randy Elder incorporates research extensively into his graduate and undergraduate auditing courses. He believes the research has direct practical relevance to key concepts taught in class and finds that using research in audit markets sparks students’ interests, enhances rigor of thought, and provides broad understanding of the topic.

S.P. Raj, believing a structured problem-solving approach will be an asset to graduates as they solve challenges over their careers, uses results from his research and other relevant studies to explain various marketing concepts and communications models, and to measure the effectiveness of advertisements.

EXPOSE STUDENTS TO THE LATEST IDEAS AND DEVELOPMENTS

In his undergraduate course on international business, Ravi Dharwadkar discusses his findings on the problems that arise from privatization. In another iMBA course, he weaves his research into case discussions: his work on diversification is relevant to a case study on Microsoft and his research on mergers and acquisitions supplements a case on PepsiCo.

Pat Cihon, the author of a textbook on employment law, keeps abreast of any laws or court cases that concern employment law in general and the subject of termination in particular. This helps him well in his iMBA course on employment law and his undergraduate course on business law, where he is able to provide up-to-date examples relevant to class topics long before they make their way into the next edition of his book.

Dinesh Gauri regularly brings his own research into the classroom on topics as wide-ranging as the optimal size of cherry pickers, how consumers save money by engaging in spatial and temporal price search, the impact of rising gas prices on consumers’ shopping behavior, and the pricing practices of cruise companies. Gauri also uploads summaries of his research papers onto his course Blackboard site for interested students to further investigate.

Scott Fay brings into his marketing courses examples and findings from research on price discrimination, consumer behavior theories, Amazon.com shopping behaviors, and the reduction of search costs—and finds that students especially enjoy this emphasis on challenges in real business contexts.

SUPPLEMENT WHAT’S MISSING IN TEXTBOOKS

In his accounting course, Craig Nicoles injects research on financial statement analysis, finding textbooks to be deficient in some content and currency. He also focuses a full class period each semester to research findings relevant to topics covered in class.

To expand on the discussion of human resources and leadership theories found in textbooks, Yitzhak Fried brings in his research on how the incorporation of the construct of time affects premises of different theories—job design, goal setting, equity, and expectancy. He also incorporates his findings on how job- and work environment-related stressors can adversely affect people’s emotional and behavioral (performance and absenteeism) reactions.

In younger and emerging disciplines such as entrepreneurship, Alex McKelvie says that one’s research knowledge informs and affects the choice of textbooks and how they are taught. Many texts are based on “popular” ideas about the field that don’t have scientific grounding or are missing key components. He believes these texts limit student learning. Having the knowledge to read through a text and identify what material is factually correct and what is simply anecdotal ensures that students will experience guided learning and get the knowledge they need.

Johan Wiklund brings his research on entrepreneurial failure into Whitman entrepreneurship courses to give students a better understanding of the emotional, social and financial impact that failure has on entrepreneurs. This research helped enact policy changes in Sweden and is now slowly making its way into textbooks, yet it is an area that students should know more about.

David Weinbaum says his finance students love it when he supplements the standard textbook material with relevant new research, including his own. When discussing the topic of behavioral finance, for example, he brings in his research findings that support the evidence that investor inattention can explain under-reaction anomalies, such as momentum effects in stock returns. Likewise, when discussing mutual fund performance, he uses his research results to highlight the effects of corporate governance on mutual fund performance.
WHITMAN IN THE NEWS

News stories from outlets across the nation and around the globe continue to feature Whitman faculty, staff, students, programs, research and events. Below, we share selected news coverage related to faculty expertise and research at Whitman over the past year.

BUSINESS INSIDER
Kristin Byron, assistant professor of management, was quoted in a story about how people interpret emails they receive.

MSN MONEY
Mitch Franklin, assistant professor of accounting practice, commented on teaching children financial responsibility.

BUSINESS INSIDER
John Torrens, professor of entrepreneurial practice, discussed fostering organizational “intrapreneurship.”

CURRENT MOM
Kristin Byron, assistant professor of management, was cited in an article about the downside of communicating solely through email.

FINANCIAL TIMES
An article on the “frenemy” effect (social competition in relationships and value for businesses marketing themselves via social media) referenced a working paper co-authored by Breagin Riley, assistant professor of marketing, on how the trustworthiness of advice from a social network impacts decision making.

NPR
Dinesh Guari, assistant professor of marketing, provided expert commentary for a report on the recent trend of Halloween retail sales beginning before Labor Day.

HUFFINGTON POST
Research on the effects of tax repatriation co-authored by Susan M. Albring, assistant professor in Whitman’s Joseph I. Lubin School of Accounting, was featured on Accounting Today.

BUSINESS NEWS DAILY
John M. Torrens, assistant professor of entrepreneurial practice, was quoted on critical information technology decisions for small-business owners, cloud computing, and money-saving technology.

THE BOSTON GLOBE
Susan Long, Transactional Records Access Clearinghouse (TRAC) co-director and associate professor of managerial statistics, was quoted on immigration and the U.S. focus on deporting criminals.

FIN ALTERNATIVES HEDGE FUNDS - PRIVATE EQUITY NEWS
Whitman was cited as one of the nation’s top undergraduate feeder schools to the U.S. hedge fund/alternative investment industry, according to a job survey conducted by HFObserver. Whitman ranked highly in overall hires because its graduates are feeding hedge funds need for operations, infrastructure and compliance professionals.

USA TODAY, THE WASHINGTON POST and the PITTSBURGH POST-GAZETTE
Data from the Transactional Records Access Clearinghouse was cited in articles on the Social Security Administration’s processing of appeals on denied disability benefits cases.

VENTURE CAPITAL JOURNAL
Post-doctoral researcher Alejandro Amezcua was quoted on the burgeoning trend of start-up incubators and the effect on venture investment strategies.

REUTERS
Dean’s Professor of Finance Jeffrey Harris was quoted on recent changes to the Dodd-Frank financial oversight law.

INC.
Assistant professor of entrepreneurial practice John M. Torrens contributed to an article on 10 questions to ask before buying a business.

THE NEW YORK TIMES and the TEXAS TRIBUNE
Statistics from the Transactional Records Access Clearinghouse were cited in articles on judges’ records for granting political asylum.

THE ATLANTIC
Barnes Professor of Entrepreneurship Mike Haynie authored an article suggesting the United States should create a national microlending program to get readily accessible capital to small businesses and jumpstarting job creation.

BLOOMBERG BUSINESSWEEK
Whitman’s Department of Entrepreneurship and Emerging Enterprises was highlighted in an article on best college undergrad business programs.

THE ASSOCIATED PRESS
The inclusion of the Entrepreneurship Bootcamp for Veterans (EBV), in a White House announcement on President Obama’s commitment to employing America’s veterans, was highlighted in news reports.

INC.
The EBV was cited in an article on the “10 Best-in-Class” college-based entrepreneurship programs in the nation.

ELECTRONICS DESIGN, STRATEGY, NEWS
Patrick Penfield, assistant professor of supply chain practice, was quoted on U.S. electronic waste laws.
**PHD STUDENT RESEARCH NEWS**

**SELECTED JOURNAL PUBLICATIONS AND BOOK CHAPTERS**

**DAVID GRAS**


“A Review and Assessment of Social Entrepreneurship Textbooks,” *Academy of Management Learning and Education* (with T. Moss), forthcoming.


**SHOKO KATO**

**MINGYU JOO**

**JASON PATTIT**

**ARORA PUNIT**


**AWARDS & RECOGNITION**

**MITCHELL HAMILTON**, 2011 AMA-Sheth Foundation Doctoral Consortium fellow

**SHOKO KATO**, 2011 INFORMS/Organization Science Dissertation Proposal Competition finalist


**MARIANA LEBRON**, Ideas to Innovation Challenge (Submission: “World Issues Focus on Integrity Innovation”) $10,000 - 3rd place award winner
SELECTED CONFERENCE PAPERS AND PRESENTATIONS

**HESSAH AL-OJAYAN**, “GCC and G7 co-integration relationships, Money, Economy and Management”

**DEB PALASH**, “Signaling Type and Market Performance in IPO Firms, Business Policy & Strategy Division,” Academy of Management Conference

**DAVID GRAS**, “Collecting Data for Quantitative Methods of Analysis in Social Entrepreneurship Research,” Academy of Management Conference


**DAN HSU**, “To Leave or Not to Leave? The Role of Psychological Ownership and Stress in Entrepreneurs’ Exit Decisions,” Babson College Entrepreneurship Research Conference

**MINGYU JOO**, “Does Television Advertising Influence Online Search?” INFORMS Marketing Science Conference

**SHOKO KATO**, “Doing Good to Feel Good – A Theory of Entrepreneurial Action Based in Hedonic Psychology,” Academy of Management Annual Meeting

**TIM NOPARUMPAPA**, “Production Planning under Supply and Quality Uncertainty with Two Customer Segments and Downward Substitution,” 7th Conference on Integrated Risk Management in Operations and Global Supply Chains

**JOHN PARK**, “Risk Mitigation of Production Hedging,” Manufacturing & Service Operations Management (MSOM) Conference

**JASON PATTIT**, “Contracts, Relationships and Performance: Challenges and Opportunities in Studying Inter-firm Contracts,” Academy of Management Annual Meeting

**SHARON SIMMONS**, “Are Female Entrepreneurs Resilient to the Stigma of Entrepreneurial Failure?” Babson College Entrepreneurship Research Conference


**MATTHEW ZINGONI**, “Does Mindset Matter? The Effects of Mindset on Job Performance and Relationship Quality,” Academy of Management Annual Meeting