
Traci Carte, associate professor of management information systems, along with Al Schwarzkopf, associate professor of management information systems, and doctoral student Tina Wang presented their paper, “Emergent Leadership, Gender, and Culture: The Case of Sri Lanka,” at the Americas Conference on Information Systems in Lima, Peru, in August. The emergent leadership phenomenon, defined as recognized leadership behaviors engaged in by team members with no formal authority, has been studied extensively. In this paper, Carte, Schwarzkopf and Wang develop a better understanding about who engages in emergent leadership behaviors when communications take place via technology. Data collected during Carte’s Fulbright stay in Sri Lanka were analyzed. In all, more than 3,000 e-mails exchanged within 25 technology-supported teams were examined. The results suggest that in this online context, women engaged in emergent leadership more often than men. These results are contrary to published findings regarding emergent leadership behaviors in face-to-face teams, suggesting technology may help level the playing field for women and enable them to better influence team outcomes.

Bret Bradley, assistant professor of management, presented his paper titled “Team Players and Collective Performance: How Agreeableness Impacts Team Effectiveness over Time” at the Conference for the Interdisciplinary Network for Group Research in July. The paper, coauthored by Bennett Postlethwaite and doctoral student Maria Hamdani, looks at how teams with more agreeable teammates perform better than teams with less agreeable teammates. He found that teams with more agreeable teammates have better internal communication and have a stronger bond of cohesion amongst each other. Stronger communication and cohesion then improve performance over time.
Frances Ayres, director of the Steed School of Accounting and John W. Jr. and Barbara J. Branch Professor of Accounting, along with coauthors Stephen Moehrle, Kirsten Anderson, Cynthia Bolt-Lee, Roger Debreceny, Mike Dugan, Chris Hogan, Michael Maher and Elizabeth Plummer, had a paper titled “The Impact of Academic Accounting Research on Professional Practice: An Analysis by the Research Impact Task Force” selected for the 2009 Best Paper Award by Accounting Horizons. The paper summarizes key contributions of academic accounting research to practice, with the goal being to increase awareness of the impact of academic accounting research.

Mark Bolino, McCasland Foundation Professor of American Free Enterprise, and Jaron Harvey, former doctoral student in the Division of Management and Entrepreneurship, presented their paper, “Citizenship and Self-Worth: The Role of Citizenship Motives,” coauthored by Adam Grant, at the Society for Industrial and Organizational Psychology Conference in Atlanta last April. In August, at the annual Academy of Management meeting in Montreal, Bolino presented a paper that also was coauthored with Harvey, titled “One Extra Mile Too Many: Living With and Relieving the Burden of Good Citizenship.” The presentation focused on integrating various streams of research that have examined how going the extra mile for one’s organization may contribute to employee job stress and work-family conflict. Bolino and Harvey also described some potential solutions for reducing burnout and “citizenship fatigue” among good organizational citizens, including flexible work arrangements and recognition for extraordinary efforts on the part of employees.

Patricia Daugherty, director of the Division of Marketing and Supply Chain Management and Robin Siegfried Centennial Chair of Marketing and Supply Chain Management, along with former OU doctoral students Chad Autry, Scott Grawe and Glenn Richey, had their research published in the Journal of Operations Management. Their paper, titled “The Effects of Technological Turbulence and Breadth on Supply-Chain Technology Acceptance and Adoption,” addressed the critical challenge for managers today in assembling the right grouping or portfolio of technologies to accomplish firm objectives. This challenge is particularly daunting given the uncertainties caused by rapid technological development in many industries, and given the fact that many firms are already overburdened with broad technological portfolios that must be managed by limited staff.

Chris Knapp, McLaughlin Chair in Business Ethics, and Carol Knapp, assistant professor of accounting, presented “Societe Generale: An Instructional Case Focusing on International Accounting and Auditing Issues” at the Mid-Year Auditing Conference of the American Accounting Association’s Auditing Section in San Diego last January. This case examines a nearly $10 billion financial fraud orchestrated by a securities trader at Societe Generale, France’s second-largest bank. For the international accounting community, the most controversial feature of the fraud was the accounting treatment applied to it. Rather than recording the huge loss in 2008 when it actually occurred, Societe Generale “backdated” the loss and recorded it in 2007 to “clear the decks” as quickly as possible. This accounting treatment was deemed acceptable under international accounting standards, which the United States profession plans to adopt in 2015.
Rajiv Dant, Helen Robson Walton Centennial Chair in Marketing Strategy, Brent Baker and doctoral student Hyo Jin Jeon spoke at the 24th Annual International Society of Franchising Conference at the University of New South Wales in Sydney, Australia, in June. Their paper, titled “Correlates of Successful Franchise Performance,” won the Best Student Paper Award at the conference. Despite the large footprint of franchising in the retailing arena, not much is known about the primary drivers of performance in franchising systems. In this paper, Jeon, Dant and Baker attempt a systematic assessment of the relative effects of a series of firm decision variables on performance, drawing on the theoretical framework of organizational learning as manifested within the resource-based view of franchising. Franchisors’ strategic plans on certain decision variables (i.e., advertising fee; experience of the franchisor; new projected units; provision of sub-franchising; total initial training; assistance provided to the franchisees; and geographic dispersion) emerge as the primary drivers of the successful franchise systems.

Nim Razook, David Ross Boyd Professor of Legal Studies and Robert Zinke Chair in Energy Management, published “Common Law Obedience in a Regulatory State” in the American Business Law Journal in spring 2010. The article addresses the role of common (court-made) law in an age of extensive business regulation. It argues that, rather than being an amorphous and incomprehensible body of law, the common law contains a well-defined and defensible narrative that business actors may use both to demonstrate legal obedience and to take the higher ethical ground.

David Ralston, Price Chair in International Business, and his coauthors published a paper titled “A Multi-Society Examination of the Impact of Psychological Resources on Stressee-Strain Relationships” in the Journal of International Business Studies this year. The goal of the paper was to develop a globally relevant model of the relationship between work role stressors and strain using conservation of resources theory as the foundation. Stressors included in the model are role conflict and role ambiguity, with three resources — mastery, optimistic-orientation and self-esteem — as moderators on the stressor-strain relationship. Findings showed that personal resources, including mastery, optimistic orientation and self-esteem, generally served to buffer the experienced strain due to work role ambiguity and conflict. This study provides specific information that can assist the global business community in understanding how stress pervades their workforces.

Craig Russell, professor of management, recently received two awards: one for a book chapter in Research Methodology in Strategy and Management and the other for a research paper titled “The Unfolding Model of Turnover, Research Design, and Analysis Choices: A Monte Carlo Study.” The Emerald Publishing Group chose the book chapter Russell wrote, titled “Establishing the Usefulness of Strategic Management Research: On Inverted Lewicians and Naked Strategy Scholars,” as an Outstanding Author Contribution Award–winner at the Literati Network Awards for Excellence 2010. His paper was selected by the Research Methods Division of the Academy of Management as the Best Research Paper at their 2010 national conference in Montreal.
Mark Sharfman, director of the Division of Management and Entrepreneurship and professor of strategic management, and his coauthors, J. Robert Mitchell and Dean Shepherd, have written a paper titled “Erratic Strategic Decisions: When and Why Managers Are Inconsistent in Strategic Decision Making,” forthcoming in the Strategic Management Journal. In this study, the authors adopt a psychological perspective of judgment to investigate managers’ erratic strategic decisions, which they define as a manager’s inconsistent judgments that can shape the direction of the firm. They examined how both metacognitive experience and perceptions of the external environment (hostility and dynamism) could affect the extent to which managers make erratic strategic decisions. The results indicate that managers with greater metacognitive experience make less erratic strategic decisions. The results also indicate that in hostile environments, managers make more erratic strategic decisions. But contrary to Sharfman, Mitchell and Shepherd’s expectations, in dynamic environments managers make less erratic strategic decisions.

Wayne Thomas and his coauthors Ole-Kristian Hope’s and Dushyantkumar Vyas’ study, titled “The Cost of Pride: Why Do Acquirers From Developing Countries Pay More?” is forthcoming in the Journal of International Business Studies. Using an extensive panel of cross-border mergers and acquisitions transactions between 1990 and 2007, they find that firms from developing countries (versus those from developed countries) bid higher on average to acquire assets in developed countries. They are interested in why these higher bids occur and find that bids of firms from developing countries are higher in cases where the transaction displays “national pride” characteristics and where national pride is identified through a manual examination of media articles. These results, which are robust to numerous specifications and control variables, highlight a source of pride beyond personal hubris which potentially influences corporate decision makers.

Robert Zmud, Michael F. Price Chair in MIS and George Lynn Cross Research Professor, and Teresa Shaft, associate professor of MIS, along with their coauthors, former Price College doctoral students Henry Croes and Weijun Zheng, had a paper titled “Systematic Differences in Firm’s Information Technology Signaling: Implications for Research Design” published in the Journal of the Association for Information Systems in March 2010. Their paper focuses on firms’ information technology signaling propensities by coding contents of firms’ press releases and annual reports to test a model explaining a firm’s propensity to signal stakeholders about their I.T.-related activities. Results demonstrate that firms transmitting greater numbers of I.T. signals tend to be low performers in their industries, members of industries characterized as utilizing I.T. in a transformative role and to be larger.