



Annual Report Highlights

2012-2013

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TEACHING AND LEARNING

The Kelley School of Business launched the **Business of Medicine MBA** program for practicing physicians. The specialized two-year program begins in September 2013 with a full cohort of 40 and will prepare physicians nationwide to assume unprecedented management roles. The new program draws on Kelley's expertise in health and life sciences, Lean Six Sigma, consumer health behavior, supply chain, teaming, and leadership. The Business of Medicine MBA recognizes the pivotal role that physician leaders will play in an industry grappling with historic upheaval. It bridges a traditional divide between management and physicians on the front lines of health care.

<http://kelley.iupui.edu/news/archive/kelley-school-business-launches-business-medicine-mba-physic/>

The school implemented **new curriculum for the Undergraduate program's signature experience, Integrative Core (I-Core)**. The I-Core project serves as a laboratory for learning and practicing critical business skills, and it now includes teamwork, leadership, and ethics lessons developed from the new Team Dynamics and Leadership course. Ethics permeates the courses, and students complete an Insights Discovery personal profile, which provides self-understanding and knowledge of how they function in a team. Considered a rite-of-passage because of its rigorous nature, I-Core is cited as one of the primary reasons corporate recruiters seek to hire Kelley graduates.

<http://kelley.iupui.edu/degrees/undergrad/academics/>

A select group of **Evening MBA students traveled to India** during spring break as part of the school's Emerging Economies course. Charles Dhanaraj, associate professor of management and the Roger W. Schmenner Faculty Fellow, eight students, and other Kelley professors visited Bangalore, Delhi, Mumbai, and Pune, where they met with business, government, and community leaders to learn about international markets in India. The goal of the trip and eight-week course is to increase international savvy among students, providing a foundation for how businesses operate abroad. The more students understand international business, the better prepared they will be for leadership roles in their own companies.

To be in charge of a \$100 million sensor manufacturing company is a challenge for any business school senior. But **two undergraduate teams in the Analysis of Business Decisions course ranked top in a global simulation competition**, a first for the school. Kelley Indianapolis teams ranked number one for return on equity and return on assets in a competition involving several hundred college teams competing from as far away as Israel, Germany, and Turkey. Through the simulation, in which each week represents a year of business, students learn how all the business disciplines work together.

<http://kelley.iupui.edu/news/archive/outgoing-seniors-rank-at-the-top-in-global-simulation-competition/>

When the Indiana Institute for Personalized Medicine in the IU School of Medicine sought to improve workflow for a potential new service line that bridges the gap between genomics research and patient care, they turned to **Kelley Evening MBA students in the Global Supply Chain Enterprise (gSCIE) program** for direction. Our students identified operational improvements and provided supply

chain maps, competitor analyses, and growth recommendations. The project was a win-win: Kelley students participated in a real-business consulting project that provided practical experience and valuable contacts, while the medical clinic realized grounded, actionable ideas on how to increase efficiency and effectiveness.

<http://kelley.iupui.edu/news/archive/mba-students-offer-business-insight-iu-school-medicine/>

RESEARCH, SCHOLARSHIP, AND CREATIVE ACTIVITY

The more complex the organization, the more likely bad information can be fraudulently reported. This concept is explored in a paper accepted for publication in the *Journal of Management* titled “Providing CEOs with Cheating Opportunities: The Effects of Complexity-Based Information Asymmetries on Financial Reporting Fraud,” written by **Curtis L. Wesley II**, assistant professor of management and entrepreneurship, and co-authors from Texas A&M University and Texas Christian University. Studying reports from the Government Accountability Office, the researchers compared companies suspected of fraudulent activity against others who had no such claims to see if complexity of the business or executive compensation were common factors. When a dishonest executive fraudulently reports his or her company’s earnings, the deception is often hidden behind competitive compensation practices and complex systems—either the finances or the product itself is difficult to understand and thereby difficult to monitor.

<http://kelley.iupui.edu/news/archive/professors-research-looks-why-ceos-cheat/>

In an emergency room, teamwork can mean the difference between life and death. The unique dynamics among healthcare team members is what attracted **Christopher O.L.H. Porter**, associate professor of management and Randall L. Tobias Faculty Fellow, to research emergency room teams at local hospitals. In his research, Porter will link leadership and teamwork to performance within an emergency room and validate or challenge theories he brings with him from the business world.

<http://kelley.iupui.edu/news/archive/kelley-professor-studies-team-dynamics-er/>

<http://vimeo.com/60197236>

Charles Dhanaraj, associate professor of management and the Roger W. Schmenner Faculty Fellow, examines the reasons firms do not expand globally in a paper titled “Home Region Orientation in International Expansion Strategies,” which was accepted for publication in the *Journal of International Business Studies*. The paper explains why some companies succeed globally while most retain a regional reach. Specifically, Dhanaraj and his co-author reveal that technology and institutional diversity influence global success. The findings, based on research of companies from 10 developed countries, may help organizations decide whether they should move beyond their borders and, if so, how far.

<http://kelley.iupui.edu/news/archive/technology-determines-how-global-companys-reach/>

Under the law, whistleblowers are supposed to be protected from direct reprisals on the job, including discrimination. But what if they become the subject of a widely distributed email? Is that a form of retaliation? **Julie Manning Magid**, associate professor of business law, set out to answer that question in a paper accepted for publication in *North Carolina Law Review*. The paper, titled “Retaliatory Disclosure: When Identifying the Complainant Is an Adverse Action,” was chosen as the best paper of 2012 by the Pacific Southwest Academy of Legal Studies in Business. Magid and her co-authors from Indiana University and Franklin College identified a balanced approach that recognizes the employer’s interest for communication, transparency, and work-related issues while protecting an employee’s legal rights.

<http://newsinfo.iu.edu/news/page/normal/23596.html>

Darrell Brown, clinical associate professor of management, was an invited speaker at three Indian-based conferences that focused on the growing need for higher education in that country, especially among the millions living in poverty. He addressed gender issues, caste oppression, and discrimination. He also made parallels to the educational opportunities for African Americans that evolved from the American civil rights movement.

<http://kelley.iupui.edu/news/archive/applying-american-civil-rights-lessons-indias-caste-system/>

When Russia's National Research University sought visiting scholars, the school invited **Mohan Tatikonda**, professor of operations management and the Dr. L. Leslie and Mary Louise Waters Faculty Fellow, to present to the Higher School of Economics (HSE). Tatikonda was the keynote speaker at HSE's international conference in Moscow and interacted with university faculty, deans, and MBA students through presentations on various topics such as employee productivity, entrepreneurship, and marketing. In his forthcoming research, Tatikonda addresses the operational factors that help startup firms survive. One of those is employee productivity, which he discussed with his Russian audiences.

A study from Associate Professor of Management **Christopher O.L.H. Porter** suggests organizations should give working teams ample time to get to know one another before pursuing team objectives. The research, published in the *Journal of Organizational Behavior*, reveals that people who are similar will not help a demographically different team member who needs help, even if the group's overall success depends on it. When people work together for short periods of time, they compartmentalize one another into social categories. However, surface-level differences, such as race and gender, become less important as people interact and harmonize. Porter's findings are particularly important in a business climate in which more organizations use working teams to maximize creativity and productivity.

<http://kelley.iupui.edu/news/archive/kelley-faculty-research-shows-race-plays-role-assisting-memb/>

The concept of moral values often sets the boundaries for corporate strategy. In a teaching case submitted for a case writing competition, **Charles Dhanaraj**, associate professor of management and the Roger W. Schmenner Faculty Fellow, and his co-authors illustrate how managers should use values to drive strategy. The case, titled "Bayer CropScience in India (A): Against Child Labor," explores values-driven strategy by bringing forward issues of ethics, responsible leadership, social initiatives in emerging markets, and global-local tensions in corporate social responsibility. It won the category of Indian Management Issues and Opportunities in the 2012 European Foundation for Management Development (EFMD) Case Writing Competition.

<http://kelley.iupui.edu/news/archive/kelley-professor-wins-european-competition-teaching-case-chi/>

CIVIC ENGAGEMENT

The school, in partnership with other Indiana University units, **sponsored a collegiate tour** hosted by the Government Accountability Project, which seeks to inform university students about the accomplishments of whistleblowers. Whistleblowers serve an important function in law and society by publicizing wrongdoing, empowering citizens, and promoting corporate and government accountability.

<http://kelley.iupui.edu/news/archive/kelley-co-sponsors-whistleblowers-program-bring-government/>

Students and alumni of the graduate accounting and taxation programs participated in the Volunteer Income Tax Assistance (VITA) program and helped low-income Indianapolis residents prepare their tax returns. According to First Lady of Indianapolis Winnie Ballard, who founded the VITA program as a component of Indy's Campaign for Financial Fitness, the Kelley volunteers make a difference in

someone's life by offering access to tools that lead to financial fitness. In return, the volunteer opportunity provides practical, hands-on taxation experience for our students.

<http://kelley.iupui.edu/news/archive/volunteers-needed-indy-tax-prep/>

Mark Frohlich, associate professor of operations management, and **Steven Jones**, associate professor of finance, conducted the 2012 Indiana Manufacturing Survey commissioned by Katz, Sapper & Miller, a certified public accounting firm. The survey revealed less concern about working capital management and a renewed focus on investment strategy, rather than cost cutting, among small- to medium-sized manufacturers—an indication that manufacturing has made it through the recession. The survey provided the most optimistic picture of manufacturing in the last half decade, according to the Kelley professors. They recommend that Indiana manufacturing companies stay focused on the customer, avoid underestimating the importance of technology, and know that collaboration remains critical.

<http://kelley.iupui.edu/news/archive/indiana-manufacturers-are-bouncing-back-says-kelley-faculty/>

Clinical Associate Professor of Marketing **M. Kim Saxton** and **Kimberly A. Donahue**, senior lecturer in marketing, were featured speakers in an outreach event hosted by the City of Indianapolis Department of Minority and Women. They presented the basic functions of marketing, as well as cost effective ways to reach target markets and increase awareness. More than 1,200 women, minority, and Veteran business owners were invited to the free workshop.

<http://kelley.iupui.edu/news/archive/kelley-faculty-to-offer-marketing-advice-to-minority-women-and-veteran-business-owners/>

Bob Jamison, professor of accounting, was a featured speaker at the annual Indiana Tax Institute hosted by the Indiana CPA Society and sponsored by the school. Jamison is a frequent presenter on the topic of S corporations.

<http://kelley.iupui.edu/news/archive/kelley-professor-speak-indiana-tax-institute/>

A joint project of the Kelley School, the Herron School of Art and Design, and the McKinney School of Law, the 2012 **Jordan H. and Joan R. Leibman Forum on the Legal and Business Environment of Art** featured the work of a World War II-era group called “Monuments Men.” Author and producer Robert M. Edsel shared the story of the men and women who protected cultural treasures from destruction and returned stolen and protected artworks to their rightful owners following the war.

<http://kelley.iupui.edu/news/archive/forum-highlight-those-who-protected-art-nazi-plunder-during/>

DIVERSITY

The school was a **business sponsor and contributing partner of the Indiana Black Expo Summer Celebration**, providing the opportunity to engage faculty, students, alumni, and prospective students in conversations about minority-owned business—specifically, the obstacles minority business owners face and the tactics they may employ to overcome those challenges.

Although business schools across the country are seeing an upward trajectory of female students in their MBA programs, the number of women pursuing the advanced degree remains about one-quarter of the total student enrollment. In partnership with the Kelley Women's MBA Alumni Advisory Board, the school hosted a “personal branding” workshop series, which served as a **strategic platform to recruit qualified female candidates for the Evening MBA program**.

<http://kelley.iupui.edu/news/archive/womens-mba-alumnae-workshop-offers-social-media-savvy/>

<http://kelley.iupui.edu/news/archive/womens-mba-alumni-event-offers-empowerment-2013/>

BEST PRACTICES

The school added space to four **upgraded classrooms**, expanding each room's capacity to more than 60 students. The new space is enhanced with an interactive layout that encourages small-group discussion and intimate engagement between students and instructor. The renovation also addressed critical technology upgrades.

<http://kelley.iupui.edu/news/archive/upgraded-classroom-experience/>

The school's **Career Planning Office (CPO)** established **two advisory boards** to better anticipate and meet the needs of Kelley students and employers, respectively. The employer board provides specific direction on the needs of hiring managers and identifies areas in which the CPO is excelling, as well as those that require more attention. Additionally, the employer group was instrumental in implementing a career planning course taken by undergraduates during the sophomore year.

EXTERNAL AWARDS AND APPOINTMENTS

Marjorie Lyles, professor of international strategic management and the OneAmerica Chair in Business Administration, was bestowed by IUPUI Chancellor Charles Bantz the distinguished appointment of Chancellor's Professor. Lyles is world renowned for her influential research in international business studies, including the performance of foreign direct investment projects, the utilization of joint ventures as a form of business development, and entrepreneurship in transitional and evolving economies

<http://news.iupui.edu/releases/2013/05/chancellor-professors.shtml>

The Strategic Management Society (SMS) elected as its president **Marjorie Lyles**, professor of international strategic management and the OneAmerica Chair in Business Administration, making her the first female president in the society's 33-year history. Among the first U.S. business scholars to focus on China, Lyles has been involved in an extensive array of projects beginning in 1986, when she consulted for the U.S. Department of Commerce in Dalian, China. Her considerable experience in China makes Lyles an ideal president for SMS as the organization expands its international audience and focus.

<http://kelley.iupui.edu/news/archive/professor-marjorie-lyles-elected-president-prestigious-manag/>

In its 2014 ranking of the best graduate schools, *U.S. News and World Report* named the Kelley School of Business **Evening MBA program ninth in the nation** for part-time MBA schools. This is the fourth consecutive year that the program has been ranked in the top 10. The report ranked the top 212 part-time MBA schools; other Indiana schools ranked in the top 100 for part-time MBA programs include Purdue University (50) and Butler University (67).

<http://kelley.iupui.edu/news/archive/kelley-indianapolis-evening-mba-program-ranked-9th-nation/>

The school's **Master of Science in Taxation program was ranked ninth** among graduate-level tax programs in a nationwide survey of JobsinTax.com, part of the TaxTalent network. The ranking is based on responses by heads of more than 150 corporate tax departments. The respondents selected five schools with graduate tax programs they hold in the highest regard. Kelley's tax program is the only one of its kind in the State of Indiana.

<http://kelley.iupui.edu/news/archive/graduate-taxation-program-ranked-top-10/>

A team of **Evening MBA students earned the top spot in the ACG Cup case competition**, which challenged students in mergers, acquisitions, and high-level private equity transactions.

<http://kelley.iupui.edu/news/archive/evening-mba-team-wins-state-case-competition/>