

Ideas into Action: Innovative Thought-leadership

Faculty of Saunders College of Business are determined academics and top researchers who know how to put ideas into action. They are an esteemed group of scholars and practitioners who embrace both teaching and research equally. Saunders faculty augment their theoretical and academic knowledge of business principles with real-world, applied training and research initiatives.

Purposeful researchers and impactful educators

Research is a vital component of Saunders faculty program and our students are the greatest benefactors. Saunders faculty contribute to both theoretical and applied research, and infuse their courses with the most current and relevant research findings and case studies that cover a broad range of business situations.

Saunders faculty members also teach courses to senior executives through our Executive Education programs. This approach reinforces ongoing research endeavors and keeps faculty members abreast of current and emerging business trends. A selection of Saunders faculty research published in top-ranked journals include:

Hao Zhang, Ph.D., associate professor *Review of Finance*

Dr. Zhang and Carl Hsin-han Shen (associate professor of Finance, National Central University) analyze how promotion-based tournament incentives for non-CEO senior executives affect corporate innovation in their study, "Tournament Incentives and Firm Innovation." Since a promotion to CEO is associated with higher pay, senior executives have strong incentives to expend great effort to enhance corporate performance to increase their own chances of promotion. This suggests a large pay gap could be associated with better firm performance and increased innovation. In addition to the forthcoming publication, *Harvard Law School Forum on Corporate Governance and Financial Regulation*, has published their research summary.

Michael Palanski, Ph.D., associate professor *Academy of Management Review*

Dr. Palanski's research identifies ways to improve the process of leader development by focusing on the development of one's identity as a leader. By utilizing feedback from all areas of a leader's life (not just the workplace, but also family, friends, and community organizations), the findings provide insights on how to accelerate the development process. An article about the process (co-authored with Dr. Michelle Hammond of the University of Limerick and Dr. Rachel Clapp Smith of Purdue University Northwest) is forthcoming.

John Ettl, Ph.D., professor and Rosett Chair for Research *Journal of Business Research*

Literature on the role of observational or vicarious learning is extensive, but little research has focused on learning for entrepreneurs in a demanding, competitive context. Dr. Ettl's research investigates how different competent models influence the innovation behavior of entrepreneurs in the context of the ultra-competitive haute cuisine industry.

See reverse...

A SAMPLE OF THE LATEST PUBLISHED FACULTY RESEARCHERS



HAO ZHANG, PH.D.
Associate Professor in Finance
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Examines the link between CEO incentives and corporate innovation



MICHAEL PALANSKI, PH.D.
Associate Professor in Management, Zutes Faculty Fellow
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Researches leadership development through one's identity as a leader



JOHN ETTLIE, PH.D.
Professor, Rosett Chair for Research
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Investigating the relationship between innovative chefs and family/mentorship models



SHAL KHAZANCHI, PH.D.
Department Chair, Management, IB & Entrepreneurship, Associate Professor
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Examines how organizational values impact advanced manufacturing technology



RAJ MURTHY, PH.D.
Associate Professor in Marketing
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Profiles four key Facebook segments to propose a marketing strategy framework

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- Pioneering Biz 1-2 program
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- Ranked #21 nationally for entrepreneurship

DAY ONE | stand out

- Over 80 minors available across all 9 RIT colleges
- Nationally recognized programs in STEAM (science, technology, engineering, arts, and math)
- Students develop unique personal brands that employers seek

DAY ONE | connected

- Small class sizes, 100% taught by faculty
- Low student to faculty ratios, and highly accessible faculty
- Plugged into over 118,000 RIT alumni and large university resources

INTERDISCIPLINARY INITIATIVES RECEIVE TOP UNIVERSITY INVESTMENTS

Research at Saunders College is a tradition that stems from our industry roots and is supported by our corporate connections. Saunders College faculty were among interdisciplinary teams selected to receive up to \$1 million in funding from Rochester Institute of Technology's strategic investment research areas. Committed to applied-learning, the interdisciplinary teams span multiple RIT colleges and are in the process of conducting research and data analysis on trending issues and emerging topics relevant to today's culture, including the future of photonics and cybersecurity.

Drs. Richard DeMartino and Raj Murthy coordinated with a team of 15 researchers from engineering, science, design and business to develop advanced photonics applications and apply them to solve some of the world's most pressing problems in science, national security, advanced manufacturing, communications, information technology, energy, health care and medicine. Advanced developments in integrated photonics are essential to the nation's manufacturing capabilities in such areas as high-speed data and telecommunications. Technologies developed will allow for more information to be transmitted far more efficiently.

Drs. Victor Perotti and Yang Yu are leading research into the realm of cybersecurity, which has increasingly become an interest of top organizations, banks and governments, as well as smaller businesses. Through the use of agent based simulations, faculty have been involved in ongoing research analyzing the relationship among organizations, its users, the developers and the cyber-attacker to enhance security. Dr. Yu, Assistant Professor in Management Information Systems, works on a research team to develop user support tools to protect systems from malicious attacks. The three-step process his team is deploying will assess the behaviors of cyberattacks in order to accurately develop and implement a functional defense system.

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Shal Khazanchi, Ph.D., associate professor

Journal of Operations Management

For managers, innovation is vital, but paradoxical; requiring flexibility and empowerment, as well as control and efficiency. The research explores how organizational values – a foundational building block of culture – impact a particular process innovation, the implementation of advanced manufacturing technology (AMT), by examining three-dimensions of organizational values: value profiles, value congruence and value–practice interactions.

Raj Murthy, Ph.D., associate professor

Journal of Marketing Management

There is little guidance for Facebook marketers when it comes to actionable consumer engagement strategies for this social media platform. The research profiles key segments based on focus group interviews and a qualitative survey. Four distinct types of Facebook users are identified and profiled, and correspondingly, a four-segment marketing strategy framework is proposed to guide content creation and engage consumers.

Student and faculty collaborative research

Saunders College continues to expand its offerings for student research. Providing opportunities for students to be exposed to research projects has proven beneficial for all parties involved. Research experience allows students to better understand published works, learn to balance collaborative and independent work, and determine an area of interest. Through in-class opportunities and external grants, graduate and undergraduate students can participate in research opportunities.

CAPSTONE PROJECTS

Guided by our faculty, both graduate and undergraduate student teams work on in-class business problems submitted by corporate partners. Capstone projects require thoughtful research and deliberation to deliver novel solutions for corporate success.

CLASSROOM RESEARCH INITIATIVES

Saunders faculty often have the opportunity to partner with organizations or companies in order to conduct research and analyze data. Bringing the data into the classroom provides students the opportunity to put theory into practice and deliver real results.

SUMMER RESEARCH CO-OP

As a part of the cooperative education program, students can earn co-op credit through summer research initiatives, working one-on-one with faculty. Students receive a structured research experience and expand their knowledge. Future plans include expanding the program internationally.

FACULTY-STUDENT PUBLICATIONS

When research opportunities arise, faculty may seek graduate students to facilitate research and analyze data. Often, the collaboration can lead to published work with both our faculty and students on the by-line. Research ranges from published book chapters to journal articles.

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