

DEPARTMENT OF MANAGEMENT

FOGELMAN COLLEGE OF BUSINESS AND ECONOMICS

A STATEMENT OF FOCUS

The Department of Management in the Fogelman College of Business and Economics provides management education in all programs within the college; undergraduate, masters, and Ph.D. As such it is one of the primary support areas for the college. We provide three courses within the undergraduate core – including the college’s writing intensive course and its capstone integrative course. The courses we provide are designed to meet the requirements for all majors within AACSB-accredited BBA programs. We provide a similar capstone course for all MBA students, as well as two other courses required in the MBA Core II. We have a successful on-going Ph.D. program that provides a cadre of quality educators and researchers for schools at tier two and tier three research universities and smaller colleges and universities around the country. It is through, and as an integral part of, this Ph.D. program that we demonstrate our “program” **Focus in Human Resource Management/Organizational Behavior**, with a **secondary focus on Strategic Management**. Our primary curricular emphasis is on the individual and group organizational, strategic, and structural aspects of management. Thematically, we focus on the management and leadership of the human resources within organizations, from the most direct human resource management issues involved in one-on-one interpersonal interaction, to the more abstract aspects of developing organizational strategies utilizing an executive team and information from throughout an organization. In addition to the above departmental disciplinary emphases, we have an ancillary, more “**programmatic**” **focus with the new Hospitality and Resort Management Program**. We see ourselves as a viable major for individuals seeking managerial, professional, and teaching and research careers.

Our Research Focus

HRM/OB

With respect to our research focus, we have decided to focus on the broad area of **Leadership**. Six individuals within the department focus, in one form or another, on the broader **Human Resource Management/Organizational Behavior (HRM/OB)** aspects of leadership and management. The topics covered reflect a breadth of knowledge in the organizational behavior leadership area and range from such things as leading remote employees (Allen), self-efficacy (Daneshower) and goal setting and goal commitment (Renn) to knowledge management (Jones), leader-subordinate friendship (Taylor) and cross-cultural aspects of leadership (Bhagat). We believe that we can distinguish ourselves in this area based on the broad base of knowledge we possess and the strategic opportunities available to us with our proximity to the Navy Manpower Research Facility at the Navy Base in Millington. Already four grants have been received from the Navy

by researchers within the department concentrating on various aspects of human resource management and leadership. This is outstanding, given the record of grant attainment traditionally within the college or within nearly any college of business.

Strategic Management

Four individuals within the department focus on different leadership aspects of **Strategic Management**. We have two full-time Chairs of Excellence in Peter Wright and Ben Kedia. Dr. Wright conducts research into agency theory, and manager risk behaviors and leadership discretion as they affect competitive advantage, Dr. Kedia conducts research in various aspects of international strategic management, including the development of global mindsets in leaders and effects of leadership style on global strategies. Peter Davis was the one-year holder of a third Chair of Excellence position, and the former editor of the *Journal of Business Research*. Davis conducts research investigating the effects of leadership factors in entrepreneurial and family-owned businesses. Dr. Wiggins is investigating leadership discretion and the strategic use of technology on long-term corporate performance. Dr. Tu is researching leaders' willingness to accept international job opportunities. In Wiggins and Kedia we have individuals who conduct research in two of the major emphasis areas of the college and university – technology and international business. But for the fewer number of faculty in the strategic management area, it might be an even greater emphasis area than the HRM/OB leadership research area.

Communications

We have two tenure track faculty and two instructors in the area of **Communications**, and they are also involved in research that has a leadership orientation. Topics within their purview include attitudes toward electronic resumes and the impact of communication styles (Chaney), gender differences in communication styles (B. Davis), and presenter behaviors (Green).

Hospitality and Resort Management

The faculty in **Hospitality and Resort Management** operate as a quasi-independent entity within the department of management. The research conducted by the hospitality faculty features a leadership orientation geared for their industry. Moreover, their work also focuses largely on the leadership demands of managing a Hospitality curriculum in an educational setting. Sample work includes writing issues in a hospitality curriculum and service learning best practices in hospitality (O'Halloran), multiple intelligences in the hospitality industry and tourism success factors (Deale), and diversity training in the lodging industry (Wilborn).

Summary

The somewhat broader research focus evidenced here reflects the critical requirements of a management department, and most especially one featuring both a successful Ph.D. program and an industry specific sub-discipline (hospitality). The teaching requirements noted above, for undergraduates, masters, and Ph.D. students, essentially require faculty trained in diverse competency areas. We feel that our focus on managerial leadership enables us to successfully meet the needs of these diverse constituents, while still providing a central theme for our research. The theme of managerial leadership brings student and faculty researchers alike together in a constructive and mutually facilitative manner to conduct high-quality research.