Amy Cathey, executive director of business development for graduate and executive education programs, won a Shelby County BETA award, given annually to leaders who demonstrate the values of ethics, education, economics, and excellence.

The Financial Times ranked the Haslam College of Business as No. 1 in the US for custom executive education facilities and program support. The college’s overall rank for custom executive education is No. 4 nationwide among public institutions, marking its fifth consecutive year in the top five.

GEE held a “mega-reunion” on homecoming weekend, November 1-2, to celebrate 25 years of offering its EMBA for Strategic Leadership program.

SUPPLY CHAIN MANAGEMENT

Think Tank The Applied Supply Chain Collaborative, an 11-member corporate think tank intended to guide supply chain management academic research and assist with results validation, launched in summer 2019 under the guidance of Ted Stank.

In August, Haslam’s Master of Science in Supply Chain Management Online—the first online degree program from Haslam—launched with an inaugural cohort of 41 students.

John Bell was named the new Jerry & Suzanne Ratledge Professor of Supply Chain Management.

The supply chain management department’s dedicated career fair drew 129 unique companies to recruit, and 1,169 students participated.

Paul Dittman co-wrote “Why CEOs Are Still In The Dark About The Supply Chain,” for Chief Executive.

Sining Song published in Information Systems Research.

Wendy Tate was published in the Journal of Supply Chain Management.


Chad Autry and Michael Burnette had a two-part blog entry, “How a Supply Chain Planning System Drives Total Value,” published in EPS News.
“A big part of shippers being prepared goes back to having a very aggressive and active risk management profiling process in their supply chain, given the many things that can disrupt global supply chains.”
Ted Stank professor of supply chain and logistics, in Logistics Management, on what shippers must do in an unpredictable trade environment.

“For the optimist, it creates a time of unparalleled opportunity for companies and supply management organizations to differentiate themselves from competitors. For pessimists, it’s a challenging environment where if you don’t really pay attention, there can be disastrous consequences.”
Shay Scott executive director of the Global Supply Chain Institute, on challenges facing the supply management profession in Inside Supply Management Weekly.

“Given that culture is a shared system of values and beliefs, organizations that don’t have a diverse leadership team are likely perpetuating a culture that is not likely to be embraced by the vast majority of its employee-base. Further, that culture is likely to become stale and out of touch because leadership lacks a vital trigger to cultural and organizational inertia—diversity.”
Randy Bradley assistant professor of information systems and supply chain management, on the importance of diversity in leadership, in Authority Magazine.

“Drones are for real in key areas of the supply chain—checking inventory levels in huge distribution centers, flying manufacturing lines to determine when new parts are needed on the line, inspecting far flung facilities and pipelines.”
Ted Stank executive director of the Global Supply Chain Institute, analyzing Uber’s drone test in TechNewsWorld.

“Hershey is clearly customer-focused, which helps to drive improvement for carriers. If the focus shifts to on-time deliveries, then fixing your upstream procedure constraints can improve customer service results.”
Mary Long director of the Supply Chain Forum, speaking on the importance of supply chain management in Freight Waves.

“With unemployment so low, it is harder to sustain the kind of growth in employment or decline in the jobless rate we saw in previous years but that simply reflects how strong the economy is right now.”
William “Bill” Fox director of the Boyd Center for Business and Economic Research, on a slight uptick in Tennessee’s employment rate in the Chattanooga Times Free Press.

“I don’t think that we’re looking at anything that would be of sufficient magnitude to derail the economy unless we saw an interruption of oil supplies, unless we saw a major military escalation.”
Matt Murray associate director and project director of the Boyd Center for Business and Economic Research, on the likelihood of the Iran crisis inciting a recession.

“Until autonomous vehicles are on the street, I don’t expect to see a massive shift toward EVs in the U.S.”
Bill Fox speculating that the future of electric vehicles lies in autonomous vehicles and a network of shared, self-driving cars that will eventually be a major transportation option in NewsMax.

“Supply chains are really complex things that we think we may have a handle on, but there’s always some unanticipated risk we didn’t account for.”
Shay Scott commenting on how Old Navy and Gap split their business and their supply chains in Supply Chain Dive.

“When you think about the business environment we exist in today, it is becoming more and more important for companies to ensure their customers that they are getting sustainably sourced products. This is just another next step in a retail revolution that we’ve been seeing the last year or two that is trying to extend that confidence all the way down the customer that, in fact, the supply chain that is supporting the products they know and love is sustainable back to source.”
Chad Autry FedEx Corporation Endowed Professor of Supply Chain Management, speaking on sustainability in the supply chain in Supply Chain Brain.

“McCormick shifted into a globally organized supply chain over the last several years and as a result has gained economies of scale and standardization to improve margins.”
Ted Stank executive director of the Global Supply Chain Institute, offering a positive appraisal of McCormick’s eco-friendly supply chain practices in Freight Waves.

“The seat of innovation is within the supply chain. And that’s what makes supply chain leaders special—rather than channeling their efforts to further just their own.”
Randy Bradley assistant professor of information systems and supply chain management, on supply chain leaders’ holistic thinking, in Material Handling & Logistics.

“When you take your bathroom break, when you take your lunch, it could be emitting data. Is the organization fully aware of what’s being captured, or are they not even aware of it?”
Randy Bradley assistant professor of information systems and supply chain management, on privacy issues with wearable tracking devices, in Supply Chain Dive.
ACCOUNTING AND INFORMATION MANAGEMENT

Bruce Behn, associate dean for Graduate and Executive Education, was appointed to the board of directors for the American Institute of Certified Public Accountants.

Kathleen Schuchard, LeAnn Luna, and PhD student Danielle Stanley presented a paper to both the National Tax Association annual meeting and the University of Illinois Tax Symposium.

Linda Myers published two papers in Contemporary Accounting Research. She also served as
• conference editor for the 2019 Journal of Accounting, Auditing and Finance Conference in Chile;
• doctoral consortium organizer and keynote speaker for the 2019 Journal of International Accounting Research Doctoral Consortium in Canada;
• keynote speaker for the Financial Accounting and Auditing Conference at NHH in Norway;
• PhD seminar guest speaker at Lancaster University in the United Kingdom; faculty breakout leader at the Deloitte Doctoral Consortium;
• panel member for the PhD Project Doctoral Consortium in San Francisco;
• and North American representative at the European Accounting Association meeting in Cyprus.

James Chyz was selected as the Pugh CPAs Professor of Accounting.

Lauren Cunningham was awarded the 2019 Issues in Accounting Education Best Paper Award for “Using Visualization Software in the Audit of Revenue Transactions to Identify Anomalies,” published in the November 2018 issue.

International Collaboration

With colleagues from the University of Copenhagen for the Danish Industry Foundation, Georg Schaur completed a web-based project, “The Road to Exporting,” which helps Danish firms identify export opportunities.

Scott Gilpatric became head of the Department of Economics.

ECONOMICS

$237,000

Charles Sims and Scott Holladay received $237,000 in funding from the Alfred P. Sloan Foundation’s Energy and Environment Program for research on the relationship between customer incentives to invest in distributed solar generation and utility incentives to invest in new resource and transmission assets.

Economist Marianne Wanamaker won the International Health Economics Association’s Arrow Award for her research on the Tuskegee syphilis study. She also is the incoming co-editor-in-chief of the journal Explorations in Economic History. Along with other members of the US Workforce Advisory Board, Wanamaker toured the Siemens Energy Cup with US Secretary of Commerce Wilbur Ross and presidential advisor Ivanka Trump.
Andy Puckett discussed a paper at the Security and Exchange Commission’s conference on financial market regulation.

FINANCE


Tracie Woidtke joined representatives from every SEC university as part of the 2018–2019 SEC University Academic Leadership Program.

The Department of Finance hosted leading scholars from around the nation in its fourth Annual UT “Smoky” Mountain Finance Conference and helped organize and host a real estate networking event in spring 2019.


Russell Crook was elected to a five-year leadership track at Southern Management Association.

David Gras published “Wicked problems, reductive tendency, and formation of (non-) opportunity beliefs” in the Journal of Business Venturing.

Mike Lerman and Anne Smith published in Organizational Research Methods.

MANAGEMENT

The Department of Management hosted an Innovation and Creativity Day workshop in November.

Pursuing a master’s degree was always at the back of Peter Karakashian’s mind. An operations advisor at Whirlpool, Karakashian had firsthand experience in supply chain management and wanted to build on it, but lacked the flexibility as he continued to work full-time.

When he heard about the new Master of Science in Supply Chain Management Online at the University of Tennessee, Knoxville’s Haslam College of Business, he was intrigued. “It simplifies everything for working professionals like me,” he says. “I can sign up for courses, read the textbooks, and participate in discussions and video meetings from anywhere in the world.”

Student Nihar Patel also appreciates the program’s flexibility. “It allows me to maintain a healthy balance between work, life, and school,” says Patel, an account development manager at Pilot Flying J. “The flexible pace is helpful, too.” Students may take between 18 months and five years to complete the program.

INTERACTIVE LEARNING

The program’s online textbooks include links to supplemental articles, videos, and other media. “We’ve also incorporated interviews with supply chain corporate partners,” Shay

MS in Supply Chain Management Online
No matter where MS in Supply Chain Management Online students are when they log on, they are quickly transported to a platform where they can immediately network with professors, peers, and course modules.

Scott, executive director of the Global Supply Chain Institute at Haslam, says, “These executives help the concepts come alive by talking about how their companies are addressing course topics.” As part of the program, the faculty also created “Sole’d Out,” a series of short videos in the style of The Office. “It’s an integrative case study about how a fictional shoe company struggles with improving their supply chain,” says Scott. “This case study helps students internalize the robust curriculum by creating memorable, often humorous, sketches to illustrate concepts.”

RELEVANT CONCEPTS

Tiffany Mobley, international customer support supervisor in supply chain planning at Cummins, entered the program in fall 2019. “The curriculum is very well organized, and the concepts we’re covering are extremely relevant to my daily experiences at work,” she says. “It’s providing me with insights and strategic thinking skills, helping me have better, more meaningful and relevant conversations with colleagues.”

Launched last fall with 41 students, the program fills the emerging need to educate professionals on the myriad developments in the field of supply chain management. Within the quickly developing field, both employees and employers are searching for educational institutions that can equip them and their organizations to use supply chain management to create competitive advantage. “Our corporate partners strongly advocated that we launch this program to supplement our bachelor’s and executive education offerings as we didn’t have a degree program that was available fully online,” Scott says.

GLOBAL PERSPECTIVES

One of the program’s strengths is its emphasis on peer-to-peer learning. An online platform facilitates communication and levels the playing field for students who might not typically speak up in class. “We deliberately admitted students who could learn from each another in addition to learning from the content of the program,” says Chad Autry, department head and FedEx Corporation Endowed Professor of Supply Chain Management. “If students really want to grow in the field, they can learn from faculty and industry leaders, but also their peers.” The online environment eliminates geographic barriers and brings global perspectives into classes. “I appreciate how this program connects people from different industries and countries,” says student Susana Blowfield, a sourcing team leader at Cummins. “When we talk about trade, we have someone in China who can offer a different perspective. Many people don’t have the opportunity to travel, but we can still learn from each other across the miles.”

39% FEMALE

21% DIVERSE

07% INTERNATIONAL

*of the 41 students who enrolled in the programs’ inaugural class
NEW FACULTY

A Growing Global Reach

Haslam welcomed 18 new faculty members in September 2019. Coming from China, Germany, South Korea and Turkey and from all quarters of the United States, these new faculty members demonstrate Haslam’s growing global reach and bring decades of experience in industry and in the classroom.

Our new faculty are focused on more than 25 areas of research study

have had articles appear in more than 60 publications

Annika Abell // Assistant Professor, Department of Marketing
Joe Buckley // Lecturer, Department of Supply Chain Management, Director of SCM Executive Education programs
Jerry Day // Lecturer, Department of Business Analytics and Statistics
Emre Demirkaya // Lecturer, Department of Business Analytics and Statistics
Ryan Farley // Clinical Assistant Professor, Department of Finance // Faculty Advisor, UT’s Torch Fund Program
Ron Ford // Lecturer, Graduate and Executive Education (GEE), Department of Accounting and Information Management
Thomas Goldsby // Haslam Chair in Logistics, Professor, Department of Supply Chain Management
Michael Grojean // Director, Executive MBA - Strategic Leadership // Lecturer, GEE
Jonathan Hasford // Assistant Professor, Department of Marketing
Kurt Jacobs // Assistant Professor of Practice, Department of Management
Justin Jia // Assistant Professor, Department of Business Analytics and Statistics
Jong Seok Lee // Assistant Professor, Department of Accounting and Information Management
Yuan Li // Assistant Professor, Department of Accounting and Information Management
11 of our new faculty hold doctorates within their field of expertise

11 come to us after teaching at 11 different colleges and universities

5 have owned their own business or have been a leader in industry

ChuanRen Liu // Assistant Professor, Department of Business Analytics and Statistics
Yuangyang Liu // Assistant Professor, Department of Business Analytics and Statistics
Jim Rosenberg // Director, Executive MBA - Healthcare Leadership
Winston Smith // Lecturer, Department of Accounting and Information Management
Jason Strickling // Lecturer, Department of Management

For a more in-depth look at each faculty member’s unique skill set and interests, visit HASLAM.UTK.EDU/NEWS/HASLAM-ADDS-17-NEW-FACULTY-MEMBERS
Using Social Media to Combat Bad Experiences

INFORMATIONAL SOCIAL MEDIA POSTS CAN IMPROVE CONSUMER SENTIMENT

With an estimated 40 percent of consumers following their favorite brands on social media, marketers now have ongoing opportunities to engage with and influence their audiences. The types of posts shared by those marketers can impact how brands weather trials and storms. According to a recent study from Haslam College of Business professors Kelly Hewett and Michel Ballings, informational interaction via social media can increase positive consumer sentiment, even when customers are temporarily unhappy with an organization’s performance.

The pair co-authored “The Role of Marketer-Generated Content in Customer Engagement Marketing,” published in November 2019 in the Journal of Marketing. The study investigates how marketers’ social media engagement can influence the sentiment of customers’ digital engagement during and after experiential events (such as concerts and sports competitions). Previous research has shown a link between consumer sentiment and purchase behavior, but few studies have examined marketers’ ability to enhance digital audience sentiment.

The study considers two categories of marketer-generated content (MGC): emotional (meant to prompt sensory or emotional reactions) and informational (providing brand-related updates not specifically intended to spur audience engagement).

The research reveals that emotional MGC improves the sentiment of customers’ digital engagement regardless of event outcomes, but when outcomes are negative, informational content produces greater positive effects.

Using evidence from a European soccer team’s Facebook fan page, the researchers found that when fans experienced an undesirable event outcome such as the team losing, informational MGC had a considerable positive impact on customer sentiment. “What surprised us was that the effect for informational content is so pronounced that with more informational posts, customer sentiment for poor experiences can be brought up to the level of sentiment for wins,” Ballings, assistant professor of business analytics and statistics and Jane and Jeff Davis Faculty Research Fellow, says.

Based on these findings, the researchers encourage firms to customize MGC strategies during and after experiential events. Surrounding desirable outcomes, emotional content can strengthen consumers’ experience-related positive sentiment, increasing positive digital engagement. For undesirable outcomes, posting brand-related information can minimize customer backlash.

The researchers say an important benefit of the findings is that customer sentiment on social media can be monitored more frequently than other sources of customer feedback such as purchase behavior or surveys. “As a source of input,” Hewett, associate professor of marketing and Haslam Family Faculty Research Fellow, says, “customer sentiment may be much more effective in enabling firm interventions.”

Research indicates that the study’s findings could extend to personalized post-purchase communications such as recommendations and educational content. Customizing these messages may increase the positive sentiment of customers’ digital engagement and enhance future purchasing behavior.

“The Role of Marketer-Generated Content in Customer Engagement Marketing” was supported by a grant from the Marketing Science Institute and co-authored by Matthijs Meire of the IESEG School of Management, V. Kumar of Georgia State University, and Dirk Van den Poel of Ghent University. The study is available online at HTTPS://TINY.UTK.EDU/LGTBJ.
Alex Miller’s Learning by Giving course, which offers students a primer in social entrepreneurship, is now the requisite course in a social entrepreneurship minor that is open to undergraduates campus-wide. The course is offered in collaboration with the Consortium for Social Enterprise Effectiveness, housed in the Anderson Center for Entrepreneurship and Innovation at Haslam.

Don Bruce won Haslam’s Bank of America Faculty Leadership Award.

Don Bruce, Celeste Carruthers, Matt Harris, and Matt Murray published in the Journal of Urban Economics.


Vickie Cunningham was honored by the University of Tennessee with a plaque for 35 years of service.

Matt Harris is now a tenured associate professor. Harris also published in the International Economic Review.

The Boyd Venture Challenge Awarded $25,000 to student start-ups. Winter Innovations, a product company founded by Lia Winter, was awarded $10,000. Graduate student Erica Grant’s Quantum Lock was also awarded $10,000, while Flo+Co., founded by senior Meg Hutchinson, was awarded $5,000.

New Equipment Digest did a write-up on the GSCI’s white paper, “End-to-End Supply Chain Planning Framework and Key Concepts: Why Planning is the ‘Brains’ of the Supply Chain.”

GSCI also published two new white papers in its new “People in Supply Chain” series: “Young Professional Women’s Perspectives on Supply Chain Diversity and Inclusion” and “High-Performance Organization (HPO) Best Practices: People are the Heart of the Supply Chain.”

The Global Supply Chain Institute held its semi-annual Supply Chain Forum in mid-November.