

**Fogelman College of Business and Economics**  
Department of Marketing and Supply Chain Management

**Department Newsletter**

**Volume 3**

**Spring 2011**

THE UNIVERSITY OF  
**MEMPHIS**<sup>®</sup>  
Dreamers. Thinkers. Doers.

# Table of Contents

Spotlight: Dr. Emin Babakus.....	3
Announcements, Awards, and Recognitions.....	6
Events and Activities.....	7
Publications.....	8
Meet the MSCM Faculty.....	9

# SPOTLIGHT ON...

## Dr. Emin Babakus

Professor



B.S., Accounting, Istanbul University  
M.A., Marketing, University of Alabama  
M.S., Applied Statistics, University of Alabama  
Ph.D., Business Administration, University of Alabama

Dr. Emin Babakus is a professor in the Department of Marketing and Supply Chain Management at the University of Memphis. Prior to earning his Ph.D., he worked as a production manager for a corrugated paper products firm in Istanbul, Turkey, where his responsibilities included overseeing production and operations of a plant, which operated 24/7. Dr. Babakus was kind enough to sit down with us and discuss his teaching philosophy, his latest research, and the importance of knowing yourself and the organization when seeking the best job fit.

***I would like to start by congratulating you as one of the recipients of the Alumni Association Distinguished Teaching Award this year. Can you talk about your teaching philosophy? What is your favorite aspect of teaching?***

Thank you very much Tim. It is a great honor to be recognized as a good teacher since teaching is primarily what attracted me to academia. My teaching philosophy is built on three major components: expertise on the subject matter, interpretation and delivery, and genuine concern for student learning. I place a great deal of emphasis on subject matter expertise and continuously try to renew myself by reading new material, attending conferences and workshops. I cannot imagine going to a class without additional preparation above and beyond what the text book has to offer. I use knowledge

generated in my own research as it relates to the courses I teach.

The second component of my teaching philosophy is based on the importance of interpretation and delivery of knowledge to our students. Simplifying complex concepts to connect them to the student's intuition is a challenge, and I have been trying very hard to find ways to do this. I try to relate the subject matter to events and organizations that are familiar to the students. Here, my own experiences with community organizations have been very helpful. For instance, I use data collection instruments and real data gathered from International Paper, MLGW, FedEx and AutoZone in my marketing research classes. Interpretation requires that students think and reason and not simply memorize "things" that disappear as soon as they complete a course. I continuously challenge my students to question

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Volume 3, Spring 2011

Page 3

and reason. Finally, interpretation and delivery involve “podium skills” and ability to activate student interest and participation. In other words, I strongly believe enthusiastic and interactive interpretation and delivery enhance student learning.

The third pillar of my teaching philosophy is genuine concern for student learning. Most students are good strategists in optimizing the time allocated to each course. They carefully adjust to the instructor’s expectations and they are quick to assess the true dedication level of the instructor. High expectations, combined with genuine concern for student learning, elevate most students to a higher level of learning and most appreciate the instructional effort. Preparation for the class, setting clearly spelled out standards and expectations, respect for students, being available to respond to questions and a sincere interest in student learning and academic progress (including career advice and helping in their job search) are critical indicators that students sense and value. When these indicators are present, a positive and responsible classroom climate develops, which enhances learning.

For the past 26 years, I tried to do my best every single day. I am still learning and eager to learn new and better ways of teaching. One thing I can firmly state, with the risk of making it sound like a cliché, is the fact that after 26 years in the classroom, I still love teaching and go to my classes with excitement and a great sense of hope for our students. I experience great joy when my students perform well in class, but more importantly, the most gratifying aspect of my teaching career has been to keep hearing from my students telling me about their success stories.

***What research are you currently involved in?***

My research focus in recent years has been on exploring various aspects of interaction between frontline service employees and customers and trying to understand causes and consequences of employee burnout, which is common in frontline jobs. However, I am currently involved in a slightly different type of research focusing

on healthcare quality and I would like to talk about it. Healthcare quality is a current topic of major importance. I am working with one of our former Ph.D. students, Dr. Kevin Westbrook, who is now teaching at Union University, and the Marketing Research Director of Methodist Le Bonheur Healthcare, Cori Grant, to examine patient satisfaction data and how such data are related to patient loyalty.

In 2008, the Centers for Medicare and Medicaid Services has begun requiring hospitals to report data based on the Hospital Consumer Assessments of Healthcare Providers and Systems (HCAHPS) survey to serve as the new standard for assessing patient perceived quality of services provided by hospitals. Hospital revenues streams will be contingent upon the results produced by this standard instrument since the Centers for Medicare and Medicaid intend to use HCAHPS as the basis for reimbursement rates.

We examined the validity of the perceived quality measure in the HCAHPS survey instrument in an effort to generate additional insights about the scientific and practical viability of HCAHPS. Such scrutiny is necessary since this instrument produces data that are used for rewards and sanctions in the hospital sector. Furthermore, the data can be a marketing tool for a hospital provided that the results are favorable. Justification of using HCAHPS data for such important purposes must be based on sound scientific evidence about the viability of the measures employed. We found some deficiencies in the measures and reported these shortcomings in an article just submitted to a reputable research journal. I am hoping that we will continue our collaboration with Methodist Le Bonheur Healthcare to explore other healthcare quality issues.

***Given your research on the connections between individual personality and the accompanying suitability for specific job roles, how can college graduates market themselves to prospective employers with an awareness of their individual personality's suitability?***



First, we all need to know a good deal about our personality and personal skills and abilities. There are a variety of tests, which I am sure most of must have taken some when we were freshman, that can help us understand ourselves. We can then try to find jobs that provide a good fit between our personality and skills and the requirements of the job. In other words, we should seek a good person-job fit. So, those who are high on certain traits, for example high on customer or service orientation, could promote themselves for positions that involve frequent interactions with customers, such as marketing and sales jobs. Of course, the person-job fit is half of the story. The other half involves the fit between the person and organization—person-organization fit, which means that the job seeker's values and expectations fit the organization's values and culture. To summarize, know yourself in terms how you fit certain types of jobs and know the personality of the organization to see if there is a good person-organization fit. If you achieve fitness on both, you should have a very satisfying job and career.

***One of your forthcoming publications stresses the dysfunctional effects of work and family conflicts on the performance of frontline service employees. What do you consider to be the more revealing factors in attempting to recognize the particular connections between an employee's personal difficulties while they strive to create robust work outcomes?***

The study you are referring to was conducted to examine the nature of relationships among work-family and family-work conflicts and

frontline service employees' in-role (assigned job tasks) and extra-role (organizational citizenship) performances in the hospitality sector. Results revealed that both types of conflicts have detrimental effects on job performance, but these effects are buffered by personality traits of customer orientation and job resourcefulness. Customer orientation is an employee's tendency or predisposition to meet customer needs in an on-the-job context and job resourcefulness is the enduring disposition to garner scarce resources and overcome obstacles in pursuit of job-related goals. Our results show that these two traits play a critical role in coping with family and work conflicts. That is, those frontline employees with high customer orientation and job resourcefulness cope with the detrimental effects of work and family conflicts more effectively, and as a result, they perform better than those who are low on these traits.

#### ***Any closing thoughts?***

I have been with the University of Memphis for the past 26 years and this is my first and only academic position (with the exception of a year and a half leave of absence when I went to Istanbul to lead the Business School at Koc University); it has been a wonderful experience. I love this institution and there has never been a day that I did not feel like coming to work. I enjoy both teaching and research. I believe I have made meaningful contributions in both areas and hope to continue to do so. Thank you for taking time to talk with me. I know you are excited about your job offer from one of the Big Four accounting firms. Congratulations and best wishes.

# ANNOUNCEMENTS

## Dr. Krishnan appointed Director of International MBA and Study Abroad Programs

Dr. Balaji Krishnan has been appointed as the Director of International MBA and Study Abroad Programs at the University of Memphis.

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# AWARDS AND RECOGNITIONS

## Dr. Babakus receives Distinguished Teaching Award

Dr. Emin Babakus is a recipient of the 2011 University of Memphis' Distinguished Teaching Award. This is an outstanding recognition for a gifted instructor, whose student evaluations consistently highlight him as an excellent teacher. Department Chair Marla Stafford commented, "His high evaluations are particularly noteworthy given that Dr. Babakus teaches some of the more difficult, quantitative marketing classes that are often feared by the students.... Moreover, despite the challenging nature of these courses, his students complete the classes with considerable enthusiasm and knowledge, along with a new appreciation for marketing research and the value of statistics."

## Dr. Stafford receives First Tennessee Professorship

Dr. Marla Stafford has been awarded a First Tennessee Professorship, one of the University of Memphis' leading scholarly awards. The First Tennessee Professorships were established early in 2005 as part of a partnership between the First Tennessee Foundation and the U of M to help the University recruit and retain outstanding faculty and to support economic and financial literacy programs. Dr. Stafford recently concluded her term as the Editor of the Journal of Advertising, the premier journal in the advertising discipline.

## Dr. Liu awarded 2011 Faculty Research Grant

Dr. Gensheng (Jason) Liu has received a 2011 Faculty Research Grant in Social Sciences, Business and Law, from the University of Memphis for the study "Investigating the Relationship between Strategic Consensus and Mass Customization."

## Dr. Stafford and Christine Kowalczyk awarded Competitive Research Grant

Dr. Marla Stafford and Christine Kowalczyk (MSCM Ph.D. candidate), along with Dr. Marian Levy (of the School of Public Health), were recently awarded an American Academy of Advertising Competitive Research Grant for the study "Using Product Placement to Promote Healthy Choices among Children."



# AWARDS AND RECOGNITIONS

## Subhash Jha receives 2<sup>nd</sup> prize in Student Research Forum

Subhash Jha, a visiting Ph.D. Student in the Department of Marketing and Supply Chain Management, was awarded 2<sup>nd</sup> prize in the Business Category of the 23<sup>rd</sup> Student Research Forum organized by the University of Memphis.

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# EVENTS AND ACTIVITIES

## SCMSA Update

Each year the Supply Chain Management Student Association (SCMSA) reaches out to companies around the Memphis area to make connections and give students insight into what they could expect from a degree in logistics/supply chain management. 2011 has already been a busy year for the group with the election of new officers, hosting their first guest speaker, and a full plate of upcoming events.

Please congratulate the following on their appointment to officer positions in the group:

Anthony Jordan – President  
Allen Marter – Vice President  
Dennis Kouch – Secretary  
Anthony Lipford – Information Technology  
Jon Bienz – Finance  
Creighton Douglas – Public Relations

This year the group began with a visit by Jade Manning, HR Representative from Exel Inc. Jade provided students with insight into Exel's practices, gave advice on interviewing techniques, and shared internship opportunities. She also brought additional guest speakers to give the students a glimpse of the field of supply chain management.

For up-to-date information about the group's upcoming events, please check out the SMCSA Facebook page by searching for SCMSA Memphis, entering <http://www.facebook.com/#!/group.php?gid=299037902546>, or following the links through the Marketing and Supply Chain Management official website on FCBE.



# PUBLICATIONS

## Recent articles published by MSCM Faculty and Ph.D. Students

**Amini, M.**, and Li, H. (2011). Supply Chain Configuration for Dynamic Diffusion of New Products: An Integrated Optimization Approach. *Omega: International Journal of Management Science*, 39, 313–322.

Bhagat, R.S., **Krishnan, B.**, Nelson, T.A., Leonard, K.M., Ford, D.L., Jr., and Billing, T.K. (2011). Organizational Stress, Psychological Strain, and Work Outcomes in Six National Contexts. *IEEE Engineering Management Review*, 38 (4), 39-57.

**Royne Stafford, M.B.**, Reilly, T., Grove, S., and Carlson, L. (2011). The Evolution of Services Advertising in a Services-Driven National Economy: An Analysis of Progress and Missed Opportunities. *Journal of Advertising Research*, 51 (1), 136-152.

**Liu, G.**, Shah, R., and Schroeder, R.G. (2010). Managing demand and supply uncertainties to achieve mass customization ability. *Journal of Manufacturing Technology Management*, 21 (8), 990-1012.

## Recent edited books published by MSCM Faculty

**Krishnan, B.** (Editor). (2010). *Legends in Marketing*. Thousand Oaks: Sage Publications Pvt. Ltd.

## Recent book chapters published by MSCM Faculty

**Wakolbinger, T.** and Toyasaki, F. (2011). Impact of Funding Systems on Humanitarian Operations. *Humanitarian Logistics: Meeting the Challenge of Preparing for and Responding to Disasters*, Martin Christopher and Peter Tatham, editors, Kogan Page, pp. 33-46.

## Forthcoming articles by MSCM Faculty and Ph.D. Students

**Liu, G.** and **Deitz, G.** (2011). Linking Supply Chain Management with Mass Customization Capability. *International Journal of Physical Distribution and Logistics Management*.

Peng, D.X., **Liu, G.**, and Heim, G.R. (2011). Impacts of Information Technology Infrastructure on Mass Customization Capability of Manufacturing Plants. *International Journal of Operations & Production Management*.

**Liu, G.**, Shah, R., and Schroeder, R.G. (2011). The Relationships among Functional Integration, Mass Customization, and Plant Performance. *International Journal of Production Research*.

# Meet the Marketing and Supply Chain Management Faculty



**Dr. Marla Royne Stafford**  
Professor and Chair



**Dr. Mohammad Amini**  
Professor



**Dr. Emin Babakus**  
Professor



**Dr. Gregory Boller**  
Associate Professor



**Dr. Alan Bush**  
Professor



**Dr. Michael Cervetti**  
Instructor



**Dr. George Deitz**  
Assistant Professor



Mr. Roger Iles  
Instructor



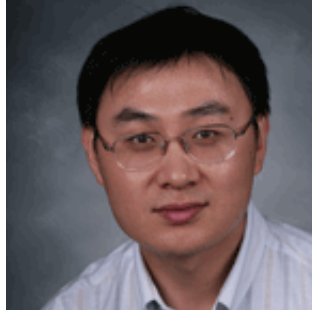
Dr. Shawn Jones  
Assistant Professor



Mr. Dale Kehr  
Instructor



Dr. Balaji Krishnan  
Associate Professor



Dr. Gensheng 'Jason' Liu  
Assistant Professor



Dr. Satish Mehra  
Professor



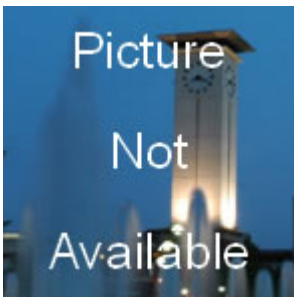
Dr. Ernest Nichols  
Associate Professor



Dr. Michael Racer  
Associate Professor



Dr. Daniel Sherrell  
Professor



Dr. Rachel Smith  
Instructor



Dr. Jeff Thieme  
Associate Professor



Dr. Tina Wakolbinger  
Assistant Professor

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Department of Marketing and Supply Chain Management

Volume 3, Spring 2011

Page 11