

# MARCH 2008 RESEARCH REPORT COLLEGE OF MANAGEMENT NC STATE UNIVERSITY

## Newly accepted refereed journal articles

**Art Padilla** and **Paul Mulvey**, "Leadership toxicity: Sources and remedies," *Organizations & People*

In this manuscript we use the biological or chemical notion of toxicity as a metaphor to elucidate the effects of toxic leadership. In discussing toxicity, we consider four elements: strength of toxin, levels or dosage of toxicity, time exposure and speed of recovery, and the three sources of possible toxins: leaders, followers, and organizational contexts. We discuss definitional issues and conclude that a leader-centric emphasis tends to obscure rather than to clarify. We also suggest two things: First, focusing on leadership outcomes and consequences is an appropriate way to consider toxic leadership. Second, a more comprehensive view of destructive leadership encompassing a leader, the followers, and the situational contexts or environments is needed. Finally, we offer remedies and prevention strategies to minimize the likelihood of destructive leadership.

**Mark D. Walker** and Keven Yost, "Seasoned Equity Offerings: What Firms Say, Do, and How the Market Reacts," *Journal of Corporate Finance*.

Using a sample of 438 firms that issued seasoned equity, we investigate the ex ante reasons stated by the firm for the use of capital, the actual ex post use of funds, and the market reaction to this information. We find that, regardless of the stated use of funds, firms increase capital expenditures and research and development following an SEO. In addition, firms increase their long term debt following an SEO, even when the stated reason for the capital is to pay down debt. The market reacts more favorably to the anticipated investment increases if the firm provides specific plans for the use of the soon-to-be-raised capital. The evidence is consistent with the view that agency issues are important factors in SEOs.

## Publications

Larry C. Giunipero, **Robert B. Handfield** and Douglas L. Johansen, "Beyond Buying," *Wall Street Journal*, March 10, Page R8

## Presentations

**Lynda Aiman-Smith** made three presentations:

- Aiman-Smith, L. "Boundary Spanners: Carriers of Innovation," Presentation at the Pittsburgh Technology Council meeting March 13.
- Aiman-Smith, L. et al "Triumphs and Tribulations of Teaching in a Virtual World: Voices of experience," Presentation at the annual UNC system wide Teaching and Learning with Technology Conference March 14.

- Aiman-Smith et al, "Second Life: Real Teaching and Learning in a Virtual World." Presentation at annual UNC system wide Teaching and Learning with Technology Conference March 12.

**Bruce Branson**, "Standard & Poor's Evaluation of ERM Programs," *Risk!* March 2008 (newsletter published by the Association for Financial Professionals)

**Mehmet Caner** presented "Jackknife GMM and Many Weak Moments with Nearly Singular Design" joint with N. Yildiz, University of Rochester on March 11 to the London School of Economics, Econometrics and Statistics Workshop

**Gary Palin** presented a workshop on 'Global Social Entrepreneurship Education' on March 22 at the National Collegiate Inventors and Innovators Alliance conference in Dallas, TX.

**Gary Palin** was the lead presenter addressing 'Introduction to the Entrepreneurial Ecosystem' at the MIT Global Startup Workshop on March 26 in Madrid, Spain. He also was a panelist discussing 'Funding and Sustaining Developmental Entrepreneurship' on March 27. Gary is a member of the MIT Global Startup Workshop Board of Advisors.

**Fay Cobb Payton** made two presentations:

- Luncheon Keynote, The Association of Computer/Information Sciences & Engineering Departments (AMDI) at Minority Institutions Symposium, Virginia Beach, VA.
- NCSU Health Engineering Symposium, Patient Access to Care and Health Disparities

### **Other recognition**

**Mehmet Caner** has been named Guest Co-Editor of *Journal of Econometrics* for a special issue concerning 25 years of GMM.

**Fay Cobb Payton** now serves as Vice Chair of the AIS SIG-Health International Group, Fay Cobb Payton organized and serves as the co-Editor for the Journal of the Association of Information Systems (JAIS) - Special Issue of Health Care Information Systems: People, Processes and Patients. See Call for Papers, <http://jaais.net.org/HealthCareIT.asp>

**Fay Cobb Payton** received an Extension and Engagement Service Award for 2007-08 and an Extension and Engagement Seed Grant Award for 2007-08