DEAN’S REPORT
2023-2024

Baylor University
Hankamer School of Business
MISSION STATEMENT

Welcome to the inaugural Dean’s Report from the Hankamer School of Business. This publication serves as an opportunity to update you on our progress toward the Business School’s major initiatives of purposeful research, experiential and innovative learning, and Christ-centered diversity. The Dean’s Report will take the place of the spring Baylor Business Review, but you will still receive that publication each fall.

From celebrating the Business School’s 100-year anniversary to completing our AACSB reaccreditation review, we have reviewed significant progress in key strategic areas.

March 18, 2022, marked a century since Baylor University established the Business Administration Department, which later became the Hankamer School of Business that we know today. From celebrating the Business School’s 100-year anniversary to completing our AACSB reaccreditation review, we have reviewed significant progress in key strategic areas.

As we reflect on our past year, we want to take the opportunity to thank the many individuals and groups who have contributed to our success. We are grateful for the support of our faculty, staff, students, alumni, and friends who have shared in our journey of connecting with students in ways that may be difficult for faculty to do. We have also made significant strides in our graduate programs. The Hankamer School of Business and the College of Arts & Sciences launched a master’s degree program in Marketing Science in Business Analytics (MSBA)—a cross-disciplinary program that strengthens the learning opportunities for our students.

The reaccreditation team arrived on campus on Oct 1 and spent the next few days meeting with various members of the Business School. Upon their review, the Hankamer School of Business received its renewal of full reaccreditation, which has been in place since 1959. I am excited to share more highlights from 2023 in this publication as we continue to develop these initiatives.

God Bless,

Sandeep Mazumder
William E. Crenshaw Endowed Dean

CHRIST-CENTERED DIVERSITY and BELONGING

Cindy Wu was appointed the inaugural associate dean for Diversity and Inclusion at the Hankamer School of Business (HSB) at the beginning of 2022. Wu focused her first year in the position on the following objectives:

1. Assessing and evaluating where HSB was in the diversity, equity, inclusion and belonging (DEIB) space.
2. Defining and delineating Christ-centered diversity as one of the three HSB priorities outlined by Dean Sandeep Mazumder.
3. Building rapport and trust with faculty, staff and students for the DEIB work.

Wu spent the 2022-2023 academic year addressing various operations within the Business School, including meeting with the undergraduate academic advisors to understand their needs and suggestions, as well as meeting with the seven department chairs one-on-one to audit hiring processes and protocols. She also conducted 24 listening sessions with faculty, staff and students, and launched the HSB DEIB survey.

From this work, Wu discovered a consensus across the Business School:

1. There is a strong desire for a clear vision, definition, actionable plans and measurable goals for DEIB work in the Christian context.
2. There is a need to cultivate a stronger sense of community and belonging.

These findings helped Wu form HSB’s Christ-Centered Diversity and Belonging (CCDB) initiatives. These plans include:

1. A student-led Global Cultural Fest to explain to new students what it means to be a Christian business school.
2. There is a strong desire for a clear vision, definition, actionable plans and measurable goals for DEIB work in the Christian context.
3. There is a need to cultivate a stronger sense of community and belonging.

These initiatives help HSB foster a Christian environment and provide transformational education to students, both of which represent key areas of focus for Baylor University.

Baylor Professional Group

Expand your network with local professionals. The Baylor Professional Group hosts monthly breakfasts, lunches and other events featuring prominent speakers and networking opportunities for alumni on any career path. Alumni and speakers vary by location. Find the Professional Group near you.

- Waco
- Austin
- Dallas/Fort Worth
- Houston
- San Antonio
- Denver
- Phoenix
EXPERIENTIAL and INNOVATIVE LEARNING

The Hankamer School of Business offers a variety of courses and programs that give students hands-on experience and chances to interact with industry experts.

PORTFOLIO MANAGEMENT PRACTICUMS

The Hankamer School of Business now has two student-managed investment portfolios: a large-cap stock portfolio and a small-cap stock portfolio. Each portfolio is managed by students enrolled in specially designed experiential finance courses in which the students learn the tools and techniques used by professionals to analyze and select individual stocks and manage investment portfolios.

Each course is offered by the Department of Finance, Insurance and Real Estate to graduate business students and senior finance majors with strong academic records. Enrollment in each course is limited. Students must apply to take the course and are admitted based on the strength of their qualifications.

UNDERGRADUATE RESEARCH ASSISTANT PROGRAM

The Undergraduate Research Assistant (UGRA) Program allows undergraduate students to assist professors in conducting research at the Hankamer School of Business. Students in the UGRA Program work on projects that provide opportunities to learn about various research methodologies, data collection techniques and analytical software. The program also sharpens their communication skills related to interacting with participants and research active professors.

The UGRA Program introduces students to new areas of academia while furthering the Business School’s mission of cultivating leaders through transformative learning and exposure to impactful research.

BAYLOR ANGEL NETWORK

The Baylor Angel Network (BAN) is an investor network committed to hard work.

It provides its student analysts with a deep understanding of the tools and techniques used by professionals to analyze and select individual stocks and manage investment portfolios.

The BAN offers students what is often missing from the classroom experience: working with real businesses, people and capital. It provides its student analysts with a deep understanding of startup funding and private company investing. Additionally, students are part of a strong, close-knit community that is committed to hard work.
CAN BLOCKCHAIN TECHNOLOGY HELP OVERCOME CONTRACTUAL INCOMPLETENESS? EVIDENCE FROM STATE LAWS
Sophia Hu, Qinxi Wu

The research team in this study examined how blockchain technology could be utilized to alleviate contractual incompleteness—a real-world problem that often leads to suboptimal investments and loss of value in supply-chain relationships. The article, published in Human Relations, states that blockchain technology can provide a positive impact on constraints and inefficiencies resulting from contractual incompleteness.

MODEL COMPARISON WITH TRANSACTION COSTS
Andrew Detzel

Published in The Journal of Finance, this research compares several asset pricing models when factoring transaction costs. The research team looked at models that ignore transaction costs—such as the Hou, Xue, and Zhang q-factor model and the Barillas and Shanken six-factor model—and models that account for these costs—such as the Fama and French five-factor model. The team found that accounting for this factor changes the outcome of model comparison exercises. While transaction costs result in less frequent rebalancing, models that factor for them tend to outperform the alternative models.

UPGRADING ADAPTATION: HOW DIGITAL TRANSFORMATION PROMOTES ORGANIZATIONAL RESILIENCE
Sean Dwyer, Hope Koch

This study, published in Strategic Entrepreneurship Journal, observes how digital transformation and resilience-seeking processes overlap. Within the scope of the COVID-19 pandemic, the team analyzed how crisis management plans from 72 essential businesses adapted to meet the needs of the respective firms. They found that digital capabilities helped far beyond what was anticipated and helped accelerate digital transformation within the businesses. The researchers also discussed the role of strategic leaders in adopting new technologies—finding that leaders play a crucial role in developing ways to use new and legacy technologies to advance the organization.

SCHOLARLY IMPACT

Purposeful research is a key initiative for the Hankamer School of Business. There are diverse streams of high-quality research flowing from the Business School, providing thought leadership and true impact in various fields. A few recent examples are below.

WELCOME TO PARENTHOOD!? AN EXAMINATION OF THE FAR-REACHING EFFECTS OF PERCEIVED ADOPTION STIGMA IN THE WORKPLACE
Kaylae Hackney, Matthew Guade, Dawn Carlson

Published in Human Relations, this study investigates the perceived stigma surrounding the adoption process for adoptive parents in the workplace. From a sample of 163 couples that adopted a child, the research team found that work-family conflict arises when an employee perceives adoption stigma, affecting a variety of work and family concerns. Job satisfaction is greatly impacted by the perceived stigma and can lead to workplace depression. The team also identified that the conflict causes spillover and crossover effects on the family—with both the employee and their spouse experiencing family satisfaction concerns, parent-child bonding issues and depression.

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Baylor’s Hankamer School of Business provides an unapologetic Christian voice when it comes to leadership in business. We advocate the development of whole, virtuous persons who seek to influence others so that they might flourish.

We equip principled leaders to fulfill their calling.

Start your journey in the Baylor MBA program that fits your style of learning... and your life.

baylor.edu/MBA