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## The Huntsman Post, November 2016

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USU Jon M. Huntsman School of Business, "The Huntsman Post, November 2016" (2016). *Jon M. Huntsman School of Business Huntsman Post Issues Collection*. 44.  
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# THE HUNTSMAN POST

NOVEMBER 2016 ISSUE

*The following is a historical representation of Huntsman Post Issues. Not all original issue content is still available online. Where content is available it is included on the pages following the email layout.*

As you may have noted in the recent issue of the [Huntsman Alumni Magazine](#), we updated our mission statement to focus more directly on leadership, specifically to “develop leaders of distinction in commerce and public affairs.” In this month’s Huntsman Post, we wanted to provide to you three examples, from a new faculty member, from our students, and from a recent alumnus, of ways in which the Huntsman experience will create rich leadership learning opportunities for our students.

Dr. Julena Bonner, a freshly minted Ph.D. who joined us just this Summer, already brings with her an outstanding record of research in ethical leadership. In fact, Julena’s research was recognized for the best student paper by the Academy of Management for two years in a row for two separate papers focusing on unethical behavior in the workplace. She also brings with her some interesting experiences as a small business owner, and we look forward to how her academic and practical business experiences add value to the study of leadership.

Every Fall during Business Week, our students select a project whereby they can provide meaningful service for our community. This Fall, our Business Council brought together students from across campus to create aid kits for the Logan Regional Hospital Cancer Center. This service project is but one of many that our students take part in throughout the year.

Finally, Preston Naegle, Class of 2016, shares his Huntsman experience of outstanding academics and amazing outside the classroom opportunities, all leading to what we are confident will be an amazing life of meaning and contribution.



DOUGLAS D. ANDERSON  
DEAN & JON M. HUNTSMAN CHAIR



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# Huntsman Bolsters Faculty in Ethical Leadership

November 2016

by Jaime Caliendo BA '97, MA '15

Dr. Julena Bonner joins the Huntsman School of Business faculty this year as the winner of the Best Student Paper in the Social Issues in Management Division at the 2016 Academy of Management meetings. This is the second year in a row that she has received this honor. The Academy of Management is the leading academic society in the field of management, and her award-winning research focuses on management practices and unethical behavior in the workplace.

Dr. Bonner's 2016 paper, "Punishment Contingency and Unethical Behavior: The Role of Uncertainty and Justice Perceptions," coauthored by Cynthia S. Wang and Rebecca L. Greenbaum, both of Oklahoma State University, presents findings of one experiment and two surveys studying the relationship between punishment and unethical behavior in the workplace. The authors find that different types of workplace punishment affect employee decisions to behave ethically. Employees perceive any punishment that appears random or unconnected to performance (non-contingent punishment) to be unjust and are more likely to behave in unethical ways afterward. Conversely, when punishment is clearly connected to a specific behavior (contingent punishment), employees are less likely to behave unethically after being disciplined. Essentially, non-contingent punishment is rooted in uncertainty, which creates negative feelings about fairness and leads to an increase in employee unethical behavior, and may prove to be organizationally harmful.

One reviewer noted that this paper captures the real-world complexities of workplace policies that have both intended and unintended consequences, and is important because it "helps to shed light on how to implement policies so to maximize the beneficial outcomes while minimizing the potential for deleterious effects."

Dr. Bonner's 2015 paper also focuses on unethical behavior at work. "Employee Unethical Behavior to Shame as an Indicator of Self Image Threat and Exemplification as a Form of Self Image Protection: The Exacerbating Role of Supervisor Bottom Line Mentality" explores how an employee's feelings of shame about an unethical behavior at work translates into exemplification behaviors such as arriving early or staying late to protect and even bolster self-image.

Ethics is a common theme running through her research program. "It's important to be an ethical leader because, in the simplest sense, leadership is the ability to influence people," says Dr. Bonner. Ethical leaders are effective leaders because they get things done in a manner that's beneficial for everyone. Both individuals and organizations have a responsibility to identify core values and stand by these values when making decisions. "There are values that leaders can agree on—honesty, integrity, hard work," she continues. "Good leadership spells good things for the world."

Dr. Bonner received her BA in Business Management and Leadership from Southern Virginia University in 2007. Following college, she worked for the fundraising arm of the U.S. Ski and Snowboard Team in Park City, Utah, and also owned a pizza business. These experiences gave her valuable leadership opportunities and the desire to study organizational behavior further. She received her MBA in 2013 and her PhD in Management and Organizational Behavior in 2016, both from Oklahoma State University. She joined the Department of Management in Fall 2016.



# #HuntsmanGivesBack

November 2016

by Christian Hobbs, Marketing & Business Administration, '18

Service is an important part of the experience at the Huntsman School of Business. We are encouraged to look for ways to serve and to give back, whether on campus or to our communities. As part of the annual Business Week service project, students planned a three-hour service challenge entitled Huntsman Gives Back. Huntsman students gathered donations from companies throughout the State of Utah for items to create cancer comfort kits. Hundreds of students from across campus participated in the service challenge to build comfort kits with lip balm, granola bars and personalized greeting cards.

Over 250 kits were donated to the Logan Regional Hospital Cancer Center. Lacey Fellows, a registered nurse at the Logan Cancer Center, remarked on the impact of the donation by saying, "This is so generous. We have so many patients going through cancer treatments in our valley, and we are so grateful for the generosity Huntsman students have showed our patients."

Tess Arnold, a sophomore Marketing major, commented, "My favorite thing about Huntsman Gives Back was seeing students come together. Service pulls in students from all of the USU colleges, and I love to see how students across USU push one another to "Dare Mighty Things." Regardless of the college, all USU students have the ability to work together to accomplish incredible things."

#HuntsmanGiveBack is the hashtag used on social media platforms to document service projects throughout the Huntsman School.

[Watch video of kits being delivered.](#)

