

Management MOMENTUM



UNIVERSITY of
NORTH TEXAS

Department of Management

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CHAIR'S NEST - LYNN JOHNSON



Greetings! The Department ended 1999/2000 with a great Spring Awards Luncheon honoring students, alumni, faculty, and executives. Among the honorees were Jerry Goodwin who received the Outstanding Advisory Board Member Award for his continuing support, and Nancy Boyd Lillie, Vicki Goodwin, and Warren Watson who received the Educator of the Year Award. Paula Ann Hughes, Dean of Business at University of Dallas, was recognized as the department's Outstanding Alumna, and Bill Knight was recognized as Distinguished Visiting Executive. Additionally, three department alums – William O. (Bill) Hunt, and Ken and Shirley Murphy – received the highest recognition of our university as Distinguished Alumni 2000 from Chancellor Hurley. How can you top a year with such highlights? We don't know, but we are trying!

Our plans for 2000/2001 started with a successful fall term. We welcomed Ching-Chung Kuo as a new faculty member in Operations Management Science. Ching-Chung came to us with a Ph.D. from Northwestern University and experience in the classroom from Penn State-Harrisburg. Tina Parr, our new administrative assistant, joined us in early summer. And Dick White, having led the Oracle Academic Initiative for the past three years, received the most current database and applications software packages as a grant in kind valued at just over \$2.1 million.

Let me share with you some upcoming activities. First, our curriculum has been revised to include several innovative courses. This Spring, Anat BarNir, Assistant Professor of Entrepreneurship and Strategy, will be offering a new course on managing in the era of e-commerce: *e-Management*. We also have our first fully operational distance learning course, *Management of Health Services I*, offered by Mark Davis, Professor of Health Services Management. Finally, we continue to offer WebCT classes in the areas of business communication and health services along with revised and new courses on leadership and change management.

In addition to the above initiatives, Distinguished Scholar for the spring semester is Dr. William Glick, a nationally recognized researcher and author from Arizona State University who will visit us in March. Our Spring Awards luncheon and Advisory Board meeting, to be held in April 2001, will honor outstanding students and thank Board members. In April we will also honor alums with departmental recognition.

We look forward to an important year and to increasing our department's involvement with the Dallas/Fort Worth community. We invite you to visit us, offer suggestions, and/or contact us if you would like to share ideas. Thanks for your continued support.

OUTSTANDING STUDENTS

The annual Spring Banquet provides a forum for recognizing the accomplishments of both undergraduate and graduate students in the Department of Management. Students who are recognized for outstanding achievement in the various professional fields also represent the Department of Management at UNT's annual Honors Day convocation. The annual banquet also recognizes and honors our scholarship recipients for the following academic year.



*Danelle Rowley with
Elvis and Joyce Stephens*

The following students were recognized as outstanding students in their respective professional fields: **Stacie R. Luna**, Entrepreneurship and Strategic Management; **Andrea R. Olson**, Entrepreneurship and Strategic Management; **Jamie D'lynn Davis**, Organizational Behavior and Human Resource Management; **Tami L. Manning**, Organizational Behavior and Human Resource Management; **Leslie J. Burgoyne**, Production and Operations Management; **Angela Y. Williams**, MBA in Administrative Management; and **Kelli R. Worrell**, MBA in Organizational Behavior and Human Resource Management.

The following students were awarded scholarships for the 1999-2000 academic year: **Brian K. Fuhrmann**, Lorch Folz Memorial Scholarship (\$1,000); **Lane Hudson**, Ken & Shirley Murphy Scholarship in Entrepreneurship (\$5,000); **Jamie D'lynn Davis**, C. L. Littlefield Business Management Scholarship (\$500); **Choyu Chung**, MSI Capital Entrepreneurial Scholarship (\$500); **Danelle L. Rowley**, Elvis and Joyce Stephens Scholarship (\$500); and **K. Nichelle Ward**, **Ayse Banu Goktan**, and **Lisa Haley Trantham**, Management Department Scholarship (\$500).

The Department of Management appreciates the hard work and accomplishments of these students and wishes them well in their future endeavors.

Revamped Leadership Course

Management 5870, a graduate course in leadership, was taught by Dr. Vicki Goodwin in a new format during Spring 2000. A major focus of the class was on a book by Peter Koestenbaum (1991) *The Leadership Diamond*, in which the author describes the development of the "leadership mind." The objectives of the course were to provide students with (a) in-depth knowledge of the topic of leadership; (b) tools and methods of leadership in a variety of contexts; (c) exposure to the philosophies and experiences of successful leaders; and (d) insights regarding students' personal skills and beliefs as they relate to leading. The course involved lectures, daily observations of leadership, and presentations. Guest speakers, who discussed their personal philosophies of leadership, included State Senator Mike Moncrief, Mr. Ken Murphy, Mr. Bill Hunt, and Mr. Joe Brouillette.

e-Management

The increasing scope of commercial activity that is conducted electronically affects all businesses and presents managers with many new challenges. The Department of Management realizes the importance of preparing our students to deal with those challenges, and will introduce *e-Management*, a new experimental course, to be offered starting Spring 2001 by Dr. Anat BarNir.

e-Management will deal with the "why" and "how" of the changing faces of management given the emergence of e-commerce. It will offer insights into the unique challenges encountered by managers of both established and entrepreneurial firms. The course will focus on such issues as business models, new environments and supply chains, strategies for competing in e-environments, critical capabilities, and the people, leaders, and culture of the e-business. The primary learning objectives of the course are to increase students' understanding of the new competitive and workplace environments and to develop skills necessary for initiating and managing online business.

Organizational Design and Change Management

A recently developed course in the Department of Management is *Organizational Design and Change Management*. This course emphasizes organizational design and innovation as primary tools for organizing business processes and developing organizational capabilities needed to compete in today's dynamic environment. The course enables students and future managers not only to understand the basics of organizational design but also to train in managing the change process, which ensures that the organization is capable of competitively responding to both internal and external demands. The course material covers the study of organizational structures, innovation, basic work processes, managerial roles, support systems, and the use of teams.

Health Services Management

Today, and for the foreseeable future, successful healthcare organizations must do the impossible: provide uniformly high quality care to an empowered and increasingly demanding consumer at an affordable cost. In other words, successful healthcare organizations must be well-managed organizations. Recently, the Department of Management accepted the challenge of preparing tomorrow's healthcare leaders by launching a new program in Health Services Management.

We have had a number of inquiries about the program since it was formally approved by the Coordinating Board in 1999. Interested students recognize that healthcare is a dynamic and growing field. Indeed, most experts anticipate an increasing demand for health services managers in the new millennium.



Dr. Mark Davis with Mr. Jim Donovan of Ameriicaid, guest speaker at an HSM course

In our state alone, the Texas Workforce Commission projects a 29% growth rate in Health Services Management positions for the decade between 1996 and 2006. Statistics aside, employment opportunities will be especially good for individuals with experience in the health care field that have exceptional business and management skills.

Some people mistakenly believe the MBA in Health Services Management is simply a degree in hospital administration. Although our program will certainly prepare individuals who choose that career route, the options for health services managers are increasingly diverse. For example, positions for healthcare executives may be found in managed care organizations, ambulatory care facilities, medical group practices, home health agencies, mental health organizations, hospices, long-term care facilities, pharmaceutical firms, and consulting firms.

We see our program as attractive to at least three categories of students. First, supervisors, department directors, and middle managers currently employed in health services settings who seek professional development are obvious candidates for an MBA in Health Services Management. Second, health care providers and service workers such as physicians, nurses, pharmacists, social workers, and physical therapists who aspire to management and leadership roles should also benefit from the degree. Finally, undergraduates with a predilection for the helping professions (e.g., psychology, social work, pre-med) who believe their strengths lie in managing the work of caregivers rather than providing that care themselves comprise the third group. Of course, this is not an exhaustive list given the various motives people have when pursuing an MBA degree.

As a former hospital administrator, current Blue Cross Blue Shield CEO Patrick Hays once said that his first obligation was to "facilitate the practice of medicine." That comment resonates with the values we embrace for our program. More broadly, we hope to educate managers who will promote community health by facilitating the practice of all health care professionals. We strongly encourage potential students who share this sentiment to join us in building a premier program in Health Services Management at the University of North Texas.

For additional information contact the HSM Program Director Dr. Mark Davis at 940-565-3142, davism@unt.edu.

KUDOS CORNER

Dr. Barbara Altman's article **Defining Community As Stakeholder And Community Stakeholder Management: A Theory Elaboration Study** was published in *Research in Stakeholder Theory*.

Dr. Derrick D'Souza and Dr. Fred Williams' paper **Toward A Taxonomy Of Manufacturing Flexibility Dimensions** was accepted for publication in the *Journal of Operations Management*.

Dr. Michelle Dean's article **To Log Or Not To Log: Bootstrap As An Alternative To Parametric Estimation Of Moderation Effects In The Presence Of Skewed Dependent Variables** (with C. J. Russell) was published in *Organizational Research Methods*.

Dr. Michelle Dean presented several papers at national conferences: **Theoretical And Practical Implications Of Biodata Prediction Patterns** (with C. J. Russell & E. P. Braverman) was presented at the annual meeting of the Academy of Management in Toronto; **A Test Of Biodata Theory: Combining Theoretical And Empirical Approaches** (with C. J. Russell & D. Broach) was presented at the 1999 meeting of the Society for Industrial and Organizational Psychology in Atlanta; and, **Biodata Research Findings And Item Development Issues** (with C. J. Russell & D. Broach) was presented at the International Air Traffic Controller Selection Conference in Oklahoma City.

Dr. Vicki Goodwin and Dr. Nancy Boyd Lillie had their paper **A Laboratory Experiment Testing The Antecedents Of Leader Cognitions** accepted for publication at the *Journal of Organizational Behavior*.

Dr. Vicki Goodwin's paper **Follower Motive Patterns As Situational Moderators For Transformational Leadership Effectiveness** (with J. C. Wofford & J. L. Whittington) was accepted for publication in the *Journal of Management Issues*. Dr. Goodwin's other paper **The Moderating Effects Of The Leader-Follower Relationship On The Relationship Between Perception Of Transformational Leadership Behavior And Follower Performance And Organizational Citizenship Behavior** (with J. L. Whittington & J. C. Wofford) was presented at the annual meeting of the Academy of Management in Toronto.

Dr. Grant Miles' paper **Predicting The Use Of External Labor Arrangements: A Test Of The Transaction Cost Perspective** (with J. K. Masters) was accepted for publication in the *Academy of Management Journal*.

Dr. Grant Miles and Dr. Derrick D'Souza's paper **Variable Risk Preferences, Trust, And Transaction Costs In Relational Contracting** (with K. Masters & J. Orr) was presented at Southwest Academy/SWFAD meeting in San Antonio. This paper was selected as the Irwin/McGraw-Hill Distinguished Paper for SWAM.

Dr. Dick White's paper **Relationship Among Organizational Support, JIT Implementation, And Performance** (with H. Chong & V. Prybutok) was accepted for publication in the *Journal of Industrial Management and Data Systems*.

Dr. Anat BarNir's paper **Revenue Streams and Digital Content Providers: An Empirical Investigation** (with J. Gallagher & P. Auger) was accepted for publication in *Information and Management*. Dr. BarNir's paper **Inter-Firm Alliances In The Small Business: The Role Of Social Networks** (with K. A. Smith) was presented at the annual meeting of the U.S. Association of Small Business and Entrepreneurship (USASBE) in San Antonio.

Dr. Donna Ledgerwood was nominated for the Outstanding Educator Award presented annually by the Academy of Management.

Dr. Grant Miles was recognized as one of the university's Developing Scholars for the year 2000/2001.

Holly Hutchins, Lecturer for Business Communication, was honored in the Distributed Learning Service Recognition Ceremony, receiving the Pioneer Award for being one of the first users of distributed learning in her classes.

Our student Jacquelyn Fraley, a senior in the department, received a \$1,000 educational scholarship for her excellent work as an intern for the K-Mart Corporation. Our graduate (and former undergraduate) student Amy Bishop received the 2000 Drew Young Student Scholarship Award by the Dallas Human Resource Management Association as well as the Jim Wilkins Excellence in Education Scholarship Award which was given at the HR Southwest Human Resources Conference.

THE MURPHY ENTERPRISE CENTER

The Murphy Enterprise Center had its grand opening on November 15, 2000. Great things are happening already with new sponsors and programs being developed with students, faculty, and entrepreneurs. Tony Clark and NORTHSTAR Bank became our first Silver sponsor of the center along with Monterey Tech. New Gold sponsors include Oracle, Microsoft, and MoveMoney along with Compass Print and Mail Services as our Diamond Sponsor. The Murphy Enterprise Center supports UNT students in their quest for realistic experiences in learning how to run a business through management courses and center programs such as internships. Through Entrepreneurship classes, students work with entrepreneurs to help in developing plans appropriate for submission to venture capitalists for funding. The center also supports faculty in program development with students and business. Drs. Derrick D'Souza and Grant Miles developed a new program with Neiman Marcus and Dr. Dave Shrader, former Dean of the College of Music, joined the center as an Associate to direct the Arts & Music Management program.

For more information on the Murphy Center contact Dr. Lew Taylor, Director, or Eileen Curry Resnik, Associate Director, at 940-565-2848 or visit the website at www.murphycenter.unt.edu.

ORACLE ACADEMIC INITIATIVE

The Oracle Corporation, through Oracle Academic Initiative, provided the Department of Management and Dr. Dick White with a grant valued at \$2.1 million. The total of \$2.1 million is made up of software worth \$1.8 million and technical support valued at \$300,000. The software received by the department is Oracle's Enterprise Resource Planning (ERP), Oracle Financials and Manufacturing.

The Oracle Academic Initiative provides our department and college with industry-leading software, support services, and curriculum and faculty development resources to help advance technology in our educational programs. Use of Oracle Application packages in a course allows an instructor to provide various scenarios representing real-life situations, thus, creating an experiential learning environment. The Oracle Application packages also provide the opportunity for teaching the integration of materials across business courses such as Operations Management Science, Organizational Behavior/Human Resource Management, or Entrepreneurship/Strategic Management, along with other courses across the various college departments.

The Oracle Academic Initiative constitutes a cutting edge technological approach. The Department of Management is proud and excited to provide this opportunity to students.

SUMMER STUDY ABROAD

For the sixth consecutive year, the Department of Management conducted the UNT/COBA Summer Study in England program. This program provides students the opportunity to study European culture and business practices while gaining course credit. During the summer of 2000, Dr. Don Powell led a group of 32 students through an intensive study program in London, Paris, and Wales. Students enrolled in two courses: *International Management Perspectives* and *Business Policy*. Tours of British organizations such as Lloyd's of London, The Body Shop, and Parliament were highlights of the trip.

Plans for the Summer 2001 program are set. This year we plan on offering the program in both Summer I (to be led by Dr. Don Powell, featuring Dublin, Paris, Munich, and Prague) and Summer II (to be led by Dr. Lynn Johnson, featuring London, Paris, and Wales). Two courses, *International Management Perspectives* and *Business Policy* will be offered in each session.

For more information about the program contact Dr. Don Powell at 940-565-3153.

ALUMNI ON THE MOVE...



Walter V. Nasdeo

Vice President Research, BlueStone Capital Securities

Walter V. Nasdeo is a vice president at the research department of BlueStone Capital Securities. He specializes in the emerging field of Energy Technology. Walter came to BlueStone Capital from the U.S. Equities department of Credit Lyonnais Securities (USA), Inc. At Credit Lyonnais, he was responsible for equity research in the highly dynamic and entrepreneurial area of consolidating industries.

Prior to beginning his Wall Street career, Walter served as the assistant director of the Small Business Institute at the University of North Texas. In that capacity he directed and coordinated the interaction of graduate students assigned to Small Business Institute case studies with the clients requesting these services. He also aided in developing the entrepreneurship curriculum and taught adult education classes at the university.

Walter credits much of the success he enjoys today to the education he received while at UNT. Most notably Dr. Louis Ponthieu deserves thanks for the guidance and friendship he showed during Walter's time at the Small Business Institute. It's a relationship that continues to this day.

Walter received his MBA and his BBA in Entrepreneurship from the University of North Texas. He is a member of NYSSA and AIMR, and was named the "Distinguished Student in Entrepreneurship" by the Chancellor of the University for 1992-93.

Walter is married to his wife of 11 years, Kerstin, also a graduate of UNT. Walter and Kerstin met in Berlin, Germany, where he was stationed with the US Army Infantry in the late 1980s.

Q. What do you consider to be the most challenging experience in your career as a senior executive?

A. Keeping up with industry trends and advances. Wall Street is highly dynamic and constantly changing. Keeping your skill set up to date is a very challenging task.

Q. We currently witness dramatic changes in the competitive environment of businesses, primarily due to the impact of technology and globalization. What effect do you think those changes have on managers and business?

A. Managers need to stay up on technology and possess the ability to respond quickly to changes in the marketplace. This is not always easy as the larger the organization, the more difficult it is to change strategic direction. I believe this is one area my entrepreneurial education has given me an edge.

Q. What advice would you give a college graduate currently holding a junior position at a corporation, who wishes to become a successful senior executive?

A. Come in early, stay late, and never stop learning. Read all the literature you can in your field. I remember a guest lecturer once stating that "your education will be obsolete 18 months after graduation if you don't continue to advance your knowledge base." I didn't believe it then, but I do now.

HAIL AND FAREWELL

Dr. Frank Rachel retired after 38 years in the department and is now on modified service. **Dr. Ching-Chung Kuo** joined the department, coming to UNT from Pennsylvania State University-Harrisburg. Dr. Kuo is teaching in the area of Operations Management Science. **Ms. Eileen Curry Resnik** joined the department as a lecturer and Associate Director of The Murphy Enterprise Center.

Sheila McWilliams, our office manager for the past three years, left the department, moving with her family to California. **Tina Parr** joined us, as an administrative assistant. **Dr. John Baum, Joe Brouillette, Joyce Ezrow, and Nicole Roberson** have joined our department as adjunct faculty.

Dr. John Abbott, a Ph.D graduate and former undergraduate student advisor, successfully defended his dissertation and accepted a faculty position at the University of Tennessee, Chattanooga. **Brian Fuhrmann** is the department's new undergraduate student advisor, and **Mary Carel** is our new clerical assistant. **Arun Madapusi** is the department's new Ph.D. student.

DISTINGUISHED VISITING SCHOLAR

William H. Glick

Arizona State University

Dr. Glick is the Chair of the Department of Management at Arizona State University. Prior to joining the ASU faculty in 1995, he was the Director of the Business Honors Program at the University of Texas. He received his Ph.D. from the University of California - Berkeley and his A.B. from the University of Michigan.

Dr. Glick's main teaching and research are in the areas of knowledge management, job and organizational design, and business process redesign. He is interested in the creation of new organizational forms and the realignment of strategy, structure, process, and reward systems. He has consulted with IBM, Exxon, Lexmark, several banks, and hospitals. He co-edited the book *Organizational change and redesign: Ideas and insights for improving performance*. His article on fit, equifinality, and organizational effectiveness won the 1993 Best Article of the Year Award for the *Academy of Management Journal*. Dr. Glick is currently a Senior Editor for *Organization Science*. He is also one of 33 Charter members of the Academy of Management's Journals Hall of Fame.

FACULTY PROFILES

Dr. Warren Watson is a Professor in the Department of Management, and has been with the Department for 17 years. Dr. Watson's primary teaching areas are organizational design and entrepreneurship. He is actively involved in curriculum development at the department and college levels and is one of the pioneers in the area of learning teams.

Dr. Watson is currently the Director of Business Relations for the department, an activity that involves substantial interaction with the business community. Dr. Watson's consulting activities focus on managing change, designing and managing



team-based organizations, entrepreneurship, and organizational evaluation. He has worked with such companies as Amoco, Exxon, Texas Instruments, Ericsson, Johnson & Johnson, General Dynamics, Chevron, Trammel Crow, US Coast Guard, Yellow Freight, and Presbyterian Hospital.

Dr. Watson's research on high performance teams has appeared in the *Wall Street Journal*, *Fortune*, and *The Economist*. He developed an instructional technique called *learning teams*, which, for the past two decades, has spread through academic education and business training programs. The *learning teams* technique revolves around challenging learners to do the best of their individual abilities, and then to utilize their learning team's synergy to raise individual results. Learning teams are currently being used not only in the area of management, but also in areas such as biology, statistics, and math. Furthermore, many businesses are now applying these techniques to enhance the value of their training programs.

Dr. Watson has a Ph.D. in organizational behavior from the University of Oklahoma, masters degrees in counseling psychology and in public relations from East Texas State University, and a bachelor's degree in international political science and economics from Texas Tech University. He has published and presented over sixty applied research articles in national and international journals and professional meetings.

Dr. Dick White is an Associate Professor of Operations Management in the Department of Management and currently serves as the Program Director for Operations Management Science. He previously served (for three and one-half years) as Associate Dean for Academic Affairs and Director of the Doctoral Program in the College of Business Administration, University of North Texas.

Dr. White received his Ph.D. in Logistics from Arizona State University in 1990. Prior to returning to academia, he was in business for approximately 16 years, holding various positions in engineering, engineering management, and plant management. His last five years in business were spent in the position of plant manager for AMOCO (Standard Oil of Indiana).

Dr. White's research interests are in the areas of World-Class Manufacturing applications in U.S. organizations, integration of operations management with the strategic planning process, and application of production operations methods in small business. Dr. White's research papers were published in a number of journals, including *Management Science*, *Academy of Management Journal*, *Omega: The International Journal of Management Science*, *Operations Management Review*, *Journal of Small Business Management*, and *Production and Inventory Management Journal*, among others. He presented his research at national meetings of the Academy of Management and Decision Sciences Institute. Dr. White is the author of *Production and Operations Management: An Overview, 1993*, and also co-authored with John N. Pearson *Operations and Logistics Management, 1990*, and *Operations and Logistics Management: Selected Readings, 1989*.

Dr. White is working with Oracle on the Oracle Academic Initiative to implement Oracle ERP applications in the classroom, thus providing students with experiential learning in operations using Oracle software. He is married to Janet, an elementary school teacher, and has two children: Rick (26) and Carrie (23), both living in Austin.



Dr. Michelle Dean is an Assistant Professor specializing in human resource management. Dr. Dean joined the department in 1998. She received her Ph.D. in Business Administration (Major: OB/HR; Minor: Industrial/Organizational Psychology) at Louisiana State University in 1999. She received MBA and BS degrees at LSU and taught at the University of Oklahoma and LSU. Students who are currently HR majors in the department have probably bumped into Dr. Dean as she teaches Human Resource Management, Employment Practices, Employee and Labor Relations, Compensation and Benefits Administration, Compensation and Motivation, and Contract Negotiation and Administration.

Dr. Dean's research was published in the *Academy of Management Journal*, *Organizational Research Methods*, and *Research in Personnel/Human Resource Management*. She presented numerous papers at Academy of Management (AOM) and Society for Industrial/Organizational Psychology (SIOP) conferences. Dr. Dean was presented the Best Student Paper Award at the 1999 International Personnel Management Association conference.

Dr. Dean's research interests focus on personnel selection. She has worked on projects examining selection of air traffic controllers for the Federal Aviation Administration and the selection of insurance salespersons for the Life Insurance Marketing Research Association. She is also currently working on projects examining the use of meta-analysis and bootstrapping techniques in management research.

Dr. Dean is an active member of many professional organizations. She is currently the Chair for the Organizational Behavior/Organizational Theory/Organizational Development Track at the 2000 Southern Management Association (SMA) conference. She presented research methods workshops at AOM and SMA, and she currently serves on the Program and Membership Committees of SIOP. Dr. Dean has recently been asked to participate in an "Ask the Experts" session on selection at the 2001 SIOP conference. Dr. Dean serves as a reviewer for AOM, SIOP, and SMA and recently received an SMA Outstanding Reviewer Award.

In her spare time, Dr. Dean enjoys running and playing golf.



INFORMATION SHEET

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* If attended UNT