

# Management

## MOMENTUM

UNIVERSITY of  
NORTH TEXAS

Department of Management

940-565-3140  
www.coba.unt.edu/mgmt/

### CHAIR'S UPDATE - LYNN JOHNSON



**Greetings!** The Fall and Spring semesters for the 2002/03 year started with significant Department student enrollment increases. Such increases are always welcome, yet each increase brings greater demands on scarce resources, as we found out with the Governor's January request to reduce our 2002/03 budget by 7%.

Fall started with the exciting news that a team of Department faculty members had been successful in their request for grant funding to help redesign our MBA classes, thus allowing online delivery. This **TIF grant** is providing support for ten of our faculty to provide the alternative to students to access our classes online as well as in our traditional format. This work coincides with our first graduate classes to be offered on site at the **UNT Dallas Campus** and **TXU Energy at Comanche Peak**. Fall was capped off with the **Murphy Enterprise Leadership Conference** featuring **General H. Norman Schwarzkopf**. The Conference recognized the students participating in the **Shirley Murphy Entrepreneur Contest** while honoring **Bill Winspear** with the Murphy Award recognizing outstanding entrepreneurship. The Dallas Hotel Intercontinental ballroom was packed for the program with our alums, friends, and students.

Spring 2003 focuses the Department on our **Spring Awards Banquet** and Spring graduation. I hope you find a dozen interesting items in this edition of *Management Momentum* that you have questions about, would like to participate in, or have suggestions for. If so, I invite you to come and see us or contact us to share your ideas and suggestions. Thank you for your continued support of the quality education experience that our students receive from the faculty and staff of the Management Department.

### 2003 DISTINGUISHED VISITING SCHOLAR

**Dr. Raymond E. Miles** initiated the Visiting Scholar event in 1993, and the Department has welcomed top scholars in the field of Management each year since that time. Visits from distinguished scholars from across the nation provide an opportunity to see and discuss leading edge research, and to learn what is happening at other universities.

The Department of Management is currently finalizing its choice for this year's Raymond E. Miles Distinguished Visiting Scholar. The individual chosen for this honor will visit UNT's Denton campus during the Fall semester of 2003. The name of the distinguished scholar, as well as the date, time, and location of the event, will be announced soon on the Department of Management's web site at [www.coba.unt.edu/mgmt/](http://www.coba.unt.edu/mgmt/).

### OUTSTANDING STUDENTS

At the 2002 Spring Banquet, the following students were recognized as outstanding students in their respective professional fields: **Brian Russell** and **Justin Steinbock**, Entrepreneurship and Strategic Management; **Lisa Stottlemire**, Operations Management Science; **Elisaveta Dolghih**, Organizational Behavior and Human Resource Management; **Julie Pirro**, MBA in Administrative Management; **Lindsay Grayson**, MBA in Health Services Management; **Sophia Young** and **Sabrina Santifort**, MBA in Human Resource Management; and **Vernon Dickson**, MBA in Operations Management Science.

Scholarship winners were also honored at the Spring 2002 Banquet. Departmental Scholarship winners honored were **Chad Crocker**, **Tonnette Easter**, **Valerie Fisher**, **Banu Goktan**, **Eric Huffman**, **Rhonda Musgrove**, **Ashley Potter**, **Dara Walterscheid**, and **Dustin Whitmire**. President's Scholarship winners honored at the Banquet were **Kevin Blaisure**, **Jessica Brothers**, **Jenny Corredor**, **John Hall**, **Pamela Rogers**, and **Amanda Simkins**.

### NEW ENDOWED SCHOLARSHIPS

The Department of Management is proud to announce three new endowed scholarships available to our students: **The William D. and Marilyn V. Oates Scholarship**, **The Morris D. and Evelyn B. Misso Endowment Fund**, and **The Jim McDonald Endowment Fund In Memory of Professor C.L. Littlefield**.

For additional information about these and other scholarships, please contact Dr. Mark Davis, Scholarship Coordinator, at 940-565-3142.

### SUMMER STUDY ABROAD

For the tenth year, the Department of Management will conduct Summer Study Abroad in Europe to provide students the opportunity to study European culture and business practices while gaining course credit. For Summer I, 2003, Dr. Don Powell will lead our students to London, Paris, and Madrid. Professors White and Resnik will lead Summer II students to Paris, Munich, and Venice. Case studies with site visits are planned for Lloyd's of London, The Body Shop, and Parliament. The Parliament visit allows the students to focus on the common currency debate within Europe. Details for Summer Study Abroad for Summer I and II, 2003 are available now. For more information about the two courses offered, MGMT 4660 and BUSI 4940, contact Dr. Don Powell at 940-565-3153.

# THE MURPHY ENTERPRISE CENTER



## Generally Speaking—A Resounding Success



The Murphy Enterprise Center “wowed” the Dallas/Fort Worth/Denton area with their first Leadership Luncheon held November 15, 2002. The keynote speaker was **General H. Norman Schwarzkopf**. The General was inspiring, motivating, humble, and humorous, leaving the crowd with two main thoughts:

Rule 13: Take Charge—even if you make a mistake, you’re better off to do *something*.

Rule 14: Do What’s Right.

Whether in the military, the university system, or in business, these rules always hold true, and the General brought them home with an outstanding speech.



Also at the luncheon, **Bill Winspear** was recognized with the 2002 Murphy Award for a lifetime of achievement in entrepreneurship. Mr. Winspear was the founder and CEO of Associated Materials until its sale early in 2002. His career path included operating several other companies prior to starting his own, including Chaparral Steel. Mr. Winspear and his wife, Margot, have been generous contributors to UNT, with gifts to the College of Music for scholarships and Winspear

Hall in the Murchison Performing Arts Center. They also made a \$42 million gift to the City of Dallas for a new Dallas Opera Hall - the largest single gift ever to the City of Dallas.

Sponsors for the event were:

### Silver Sponsors

**Pinnacle Graphics**

**WPI Productions**

**NorthStar Bank of Texas**

**KRLD Radio**

**Fort Worth Business Press**

**UNT Department of Management**

### Bronze Sponsors

**DocuCorp**

**Denton Record Chronicle**

**Smarte Solutions**

**Jackson Walker L.L.P.**

**UNT Office of the President and Office of the Provost**

**UNT Office of Development**

The winners of the **Shirley Murphy Entrepreneur Contest** – a business plan competition open to students at colleges and universities across Texas—were also announced. The five finalists presented their projects before a distinguished panel of judges: **Cynthia Pharr** of Texas Women Ventures Fund, **Jackie Kimzey** of Sevin Rosen, **John Baum** of Corporate Education Resources, and **Merle Volding**, founder and former CEO of BancTec. Winning teams were:

First Place received \$25,000: Private Concepts, Inc. from the **University of Texas at Austin**. They developed the Pevlon Home Cervical Cancer Screen, which enables a woman to comfortably and conveniently self-administer a cervical cancer screen in the privacy of her own home.

Second Place received \$15,000: Horizon Horse, Inc. from the **University of Houston**. Horizon Horse has as their mission

# THE MURPHY ENTERPRISE CENTER

statement to become the leading supplier of high quality, well trained thoroughbreds, while maintaining superior standards of ethical conduct and customer satisfaction. Horizon Horse procures unwanted thoroughbreds from the racetrack, trains them, and sells them to amateur hunter jumper riders.

Third Place received \$10,000: cLipsy, Inc. is a joint team from the **University of North Texas and Baylor University**. cLipsy, Inc. was formed to advance the development and production of RestoSoft – the next generation of restaurant software. It combines multiple restaurant functions into one simple integrated system. The results are cutting losses, reducing employee mistakes, enhancing efficiency, improving customer service, and increasing productivity.

## Kauffman Entrepreneur Internship Program



**Donnie Ponders and Chad Sexton celebrating the completion of Chad's entrepreneurship internship**

Nine students completed the first internship program designed specifically for students to work with successful entrepreneurs. Made possible by a grant from the Kauffman Center for Entrepreneurial Leadership and entrepreneurs in the Dallas/Fort Worth/Denton area, the program provided a wonderful learning experience for students.

Participating entrepreneurs who employed students during the semester were:

**John Ackley:** Ackley Financial Group

**Mike Andereck:** DocuCorp

**Tony Clark:** NorthStar Bank

**Stacy Layton:** Waters Consulting Group

**Buddy Lee:** Lawson, Fields, McCue, Lee, and Campbell P.C.

**Donnie Ponders:** Beneficial Merchant Services

**Pat Rodgers:** J-Rod, Inc.

**Darlene Ryan:** PharmaFab

**Neil Resnik:** Creative Financial Professionals

**Lew Taylor:** Murphy Enterprise Center

The Murphy Center is currently looking for entrepreneurs who are interested in hiring a Kauffman intern for the Fall semester of 2003. If you are interested, please contact Eileen Resnik at 940-565-3163.

## PARTNERING TO ENHANCE THE STUDENT EXPERIENCE

Management Department professors teaching the capstone Business Policy course work to enhance the student experience through the Integrated Business Case Competition. **Enterprise Rent-A-Car** serves as the sponsor of the case competition, having given more than \$30,000 over the past two years to provide prize money and awards to the students. The competition puts students in the role of consultants advising a real company on appropriate actions to take to improve performance. Business people from the Dallas/Fort Worth area serve as judges to determine the competition's winners.

The spring 2002 competition featured **Denton Community Hospital** as the company under study. Judges in the spring included **Mr. Jeff Reecer**, Chief Operating Officer of the hospital, **Dr. John Baum**, a Management Department alumnus currently working with Corporate Education Resources, **Dr. Jared Hazleton**, Dean of COBA, and **Mr. Tom Thompson** from Enterprise Rent-A-Car. Members of the winning team for the spring were **Katrin Franz, Will Hodge, Nathaniel Maddox, Jalie Mitchell, James Riley, Rudy Smout, and Zachary Ward.**

In the fall 2002 competition, **McNatt Toyota Dodge** was the featured company. Judges involved were **Mr. Richard Wick**, General Manager of McNatt, **Mr. Joe Brouillette** of Accenture, **Mr. Lee Smith** from United Parcel Service, **Dr. Jared Hazleton**, Dean of COBA, and **Ms. Joanne Peratis Weber** of Enterprise Rent-A-Car. Members of the winning team for the fall were **Candice Barrett, Peter Bublewicz, Carolyn Ellis, Liesl Fisher, Art Fulce, Shadwell Nkuba, R. Justin Sharp, and Amber Schultz.**

## ALUMNI ON THE MOVE



### **Scott Yager**

#### **Human Resources Director, Homecomings Financial**

Scott Yager is the Director of Human Resources for Homecomings Financial, a GMAC Company and a wholly owned subsidiary of GMAC-RFC. Scott oversees the HR functions for the Dallas, San Diego, Burbank and Blue Bell offices, which account for over 1,200 associates. Scott works closely with senior management as a strategic business partner on retention programs, employee relations, organization development, training, compensation and staffing. Scott has more than 20 years experience in the human resources field. He obtained his MBA in Personnel and Industrial Relations from the University of North Texas and his Bachelor's degree in Personnel Administration from Michigan State University. Scott is an active member of the national chapter of the Society for Human Resource Management.

**Q. What do you consider to be one of the more challenging experiences in your career as a senior executive?**

**A.** A substantial portion of my job is serving as a consultant and business partner with members of the senior management team. As a consultant, it's important to understand that I provide advice and counsel, including the people side of the business. Creativity and flexibility are key attributes in dealing with people and people issues.

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

**A.** At the junior level in the organization, you are recognized, rewarded, and valued by the management team because of your support and involvement on many task and administrative oriented activities. However, as you move up in the organization, you aren't valued as much for the same activities. You have to be more strategic and be capable of understanding the business from a much broader perspective. It is imperative that you establish yourself as a forward thinking consultant capable of taking on more strategic roles within the organization.

**Q. What challenges have you faced that have allowed you to gain valuable business experience?**

**A.** Each employer I have worked for is considerably different in the way in which HR is viewed and how HR partners with business. I've been fortunate to experience periods of significant growth as well as large scale reductions-in-force. Being exposed to different corporate cultures, philosophies, policies, etc., helps you look at issues from a variety of perspectives. I believe it has helped me become a more agile HR professional.

## CURRICULUM ENHANCEMENT

The Department's faculty continues to update and maintain the curriculum with the latest research findings and instructional methods. Our ESM faculty initiated a new course entitled **Field Study in Entrepreneurship** for our students in that major. This dynamic course will both enhance the established internship program with additional opportunities to shadow practitioners and test student ideas in the marketplace. Our OBHR faculty have redesigned coursework traditionally allocated to labor relations and have broadened the Organizational Behavior and Human Resources curriculum with a new course in **Legal Issues**.

While those changes were taking place, the Department's **distance delivery initiative** has moved forward. In Spring 2002, the Department was awarded **Teaching with Technology grant** funding to begin developing a distance-delivered MBA program in Administrative Management. This program was launched in Fall 2002, with three courses being delivered to the **UNT Dallas Campus** and **TXU Energy at Comanche Peak**.

Furthermore, in order to facilitate further development of the distance MBA, the Department of Management was awarded 20% of all **Telecommunication Infrastructure Fund (TIF) grant** monies available to the university this past September. In addition, we are currently partnering with the Dallas Campus and **AAFES** to incorporate the Department's distance classes into a **Business Services Certification Program** offered to AAFES employees worldwide.

Since the Department of Management offered its first online course in Spring 2001, the number of our web-based and video-conferenced course offerings has grown and should continue to do so. The following graduate- and undergraduate-level courses are currently either offered via distance delivery methods or are in development: MGMT 3330, MGMT 3880, BUSI 4940, MGMT 5070, MGMT 5120, MGMT 5140, BUSI 5190, MGMT 5210, MGMT 5230, MGMT 5300, MGMT 5540, MGMT 5660, and MGMT 5710.

## KUDOS CORNER

**Dr. Anat BarNir's** research, "Strategic Orientation, Competition and Internet-Based Electronic Commerce," was published in the *Information Technology & Management Journal*.

**Dr. Matt Bowler's** paper, "Reactions to Merit Pay Increases: A Longitudinal Test of a Signal Sensitivity Perspective," was published in the *Journal of Applied Psychology*.

**Dr. Nancy Boyd Lillie** and **Banu Goktan** presented "Factors Influencing the Use of Distributed Work Arrangements" at the Southern Management Association meeting.

**Dr. Derrick D'Souza's** research, "Toward an Understanding of How Organizations Create Manufacturing Flexibility," was published in the *Journal of Managerial Issues* and serves as the foundation for his NSF grant proposal this year.

**Dr. Vicki Goodwin's** book review of Judith Komaki's *Leadership from an Operant Perspective* appeared in the *Journal of Occupational and Organizational Psychology*.

**Dr. Ching-Chung Kuo's** research, "On the Stochastic Bottleneck Assignment Problem," was published in the *Proceedings of the 2001 Annual Meeting of the Production and Operations Management Society*.

**Dr. Donna Ledgerwood** received the Honor Professor Award from President Pohl at the 2002 Honors Day Convocation.

**Dr. Grant Miles**, in an interview shown on WFAA, Channel 8, commented on the human side of President Bush's reorganization plan.

**Dr. Lew Taylor** was profiled in the *Fort Worth Business Press*.

**Dr. Warren Watson's** research, "Entrepreneurial Dispositions and Goal Orientations: A Comparative Exploration of U.S. and Russian Entrepreneurs," was published in the *Journal of Small Business Management*.

**Dr. Lew Taylor, Eileen Resnik, and Joan Ackerson** are to be congratulated on the resounding success of the Murphy Enterprise Center Leadership Luncheon featuring General H. Norman Schwarzkopf.

# INFORMATION SHEET

Please complete this form to update information that has changed. Please attach any additional information to this form, and mail to **The University of North Texas Department of Management, P.O. Box 305429, Denton, Texas 76203-5429**. If you prefer, e-mail information to the editor at [Insley@unt.edu](mailto:Insley@unt.edu).

Name _____	*Name at graduation if now changed _____
Employer _____	Title or Position _____
Home Address _____	Business Address _____
_____	_____
Home Telephone _____	Business Telephone _____
<b>E-mail</b> _____	Website _____

The Department of Management is considering replacing the paper version of the *Management Momentum* newsletter with an e-mail version starting in 2004! How do you feel about us doing so?

- I would prefer the e-mail version.
  I prefer the paper version.

Comments and ideas for upcoming newsletter: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\* If attended UNT

# GIVING OPPORTUNITIES

When making your contribution to the University of North Texas, please consider designating it to one of many opportunities in the Department of Management. Remember, your gift is tax deductible.

- Department of Management
- Henry Hays Professorship for Exemplary Service at UNT
- Management Advisory Board Scholarship
- The Murphy Enterprise Center

Diamond	\$1,000,000+
Gold	\$ 100,000-999,999
Silver	\$ 10,000- 99,999
Patron	\$ 5,000- 9,999
Friends	\$ 1,000- 4,999
Murphy Supporters	\$ 25- 999

*Diamond, Gold and Silver sponsors are recognized on the Murphy Enterprise Center Website and Brochures*

Name \_\_\_\_\_

Address \_\_\_\_\_

Street City Zip

Phone # (\_\_\_\_) \_\_\_\_\_ Amount of Donation \_\_\_\_\_

Check is enclosed
  Credit Card # \_\_\_\_\_  
 Type of Credit Card \_\_\_\_\_

Payment Option:

- One time payment in the amount of \_\_\_\_\_.
- Monthly payment of \$ \_\_\_\_\_ for \_\_\_\_\_ months.

The University of North Texas  
Department of Management  
P.O. Box 305429  
Denton, Texas 76203-5429

Nonprofit Org.  
U.S. Postage  
**PAID**  
Denton, Texas 76201  
Permit No. 455

## FACULTY PROFILES

**Dr. Matt Bowler** is an Assistant Professor of Organizational Behavior and Human Resource Management who received his Ph.D. from the University of Kentucky and his M.B.A. and B.A. from Southwest Missouri State University. He teaches labor relations and compensation and is co-sponsor of the student chapter of the Society for Human Resource Management at UNT.

Dr. Bowler's research interests are organizational citizenship behavior, social network analysis, compensation, and workplace deviance. His research examines the effects of helping behaviors in the workplace, and he is also developing an online survey to facilitate his research and consulting.



Dr. Bowler's research has been published in the *Journal of Applied Psychology* and the *Journal of Business and Management*. His research has been presented at conferences of the Academy of Management, Southern Management Association, and International Network for Social Network Analysis.

**Dr. Ching-Chung Kuo** is an Associate Professor in the Department of Management. He holds a Ph.D. in industrial engineering and management sciences from Northwestern University, an M.B.A. from Tamkang University, and a B.S. in industrial management science from Cheng Kung University.

Dr. Kuo teaches classes in purchasing management and operations management. He is currently using funds from a Teaching with Technology grant to convert MGMT 5070 Management Issues into a Web-based course.

Dr. Kuo's research interests include applied operations research and mathematical modeling of production systems. In addition to presenting regularly at professional meetings, he has published articles in academic journals. He received a Best Theoretical/Empirical Research Paper Award from the Decision Sciences Institute and a Best Management Science/Quantitative Methods Research Paper Award from the Western Decision Sciences Institute.



**Dr. Kwan E. Wee** is an Assistant Professor of Operations Management who joined the Department in 2002 after serving on the faculty of the University of Illinois Urbana-Champaign. He received his Ph.D. in Operations Management from Purdue University and his M.S. in Management and B.A. in Mathematics from the National University of Singapore.

Dr. Wee's research interests include mathematical modeling of production/distribution systems and game-theoretic applications in supply chain management. His current research focuses on analysis of the impact of price competition and customer switching on retailing, and the impact of access to real-time information achieved using electronic Product Code (ePC) on the coordination of supply chains. He has presented at conferences of the Institute for Operations Research and the Management Sciences, and he is a member of the Institute for Operations Research and the Management Sciences.

