

# Faculty Profiles



**Don Powell**, a Professor of Management, joined the department in 1977, coming from the University of Nevada, Las Vegas. He graduated from UNT (then North Texas State University) in 1962 with a B.B.A. in Personnel Management. Following a 7-year stint in the Air Force, during which he completed his M.B.A. from Ohio State University, Dr. Powell returned to Texas to work for EDS in Dallas. A teaching opportunity at East Texas State University led to doctoral work at Louisiana State University.

Since coming to UNT Dr. Powell has been very active in conducting management and personal development training seminars through the Professional Development Institute. He has developed programs in Time Management, Delegation, Leadership, Negotiation, Employee Problems, Career Development, Creativity, Management Best Sellers, Work Force Issues and others. In addition, he initiated the graduate entrepreneurship course and has served as Small Business Institute Director.

Dr. Powell has supervised sixteen doctoral candidates and was for several years the Ph.D. Coordinator for the department. Dr. Powell has coauthored an introduction to business text and has coedited several readings books. He has written articles for such publications as *The Journal of Management*, *Michigan Business Review*, *Personnel Administrator*, and *The Journal of Small Business Management*.

Dr. Powell is the Department of Management's representative for the College of Business's Honor Society, Beta Gamma Sigma. He was in the charter chapter of BGS at UNT in 1962. Dr. Powell's leisure pursuits include travel, pursuit of all forms of trivia, movies, reading and exercise. He and his wife, Rita, have one son, Jason, and a grandson born in March 1998.

**Donna E. Ledgerwood** is an Associate Professor of Human Resources Management. Active professionally, she was the 1989 Vice President-Elect of the Southern Management Association, Past President of the Southwest Academy of Management, Past Chair of the Women In Management Division regionally (SW Academy) and nationally, Past Chair of the HRM and Social Issues Divisions regionally, and past member of the Executive Board of the Minerva Education Institute from 1983-1995.



Dr. Ledgerwood has served twice on two national committees of the Society for Human Resources Management (the EEOC and Health, Safety & Security committees) and has also served on the SHRM Learning Advisory Committee. She presently serves on five committees of the American National Standards Institute, which state the philosophy and methodology for calculating statistics relevant to on-the-job and off-the-job injuries and illnesses in the United States. Since 1991 Dr. Ledgerwood has worked with the Health and Safety Executive to make health & safety mandatory throughout university curricula in Great Britain and the European Union. In 1996 she helped UNT to become the first university to be a recipient of the Certificate of Excellence in Education given by the Texas Workers' Compensation Commission.

Dr. Ledgerwood authored all sections involving Health, Safety & Environmental Risk Management for the *Blackwell Dictionary of Human Resource Management (1996)* and the *Blackwell Encyclopedia of Human Resource Management (1997)*. She has four degrees from the University of Oklahoma and has published in the *Labor Law Journal*, the *Monthly Labor Review*, the *Personnel Administrator*, the *Journal of Business Ethics (1996)* and the *Journal of European Management (1998)*.

She has won 10 teaching awards, including the UNT President's Council Teaching Award, the J.H. Shelton Excellence in Teaching Award, the Mexican-American Student Organization's Faculty Appreciation Award, and the UNT College of Business Administration's Council of Business Students Outstanding Teaching Award. In addition, Dr. Ledgerwood has been nominated three times for the Piper Award (Best Professor in Texas) and has also been nominated for the Case Professor of the Year (national) Award.

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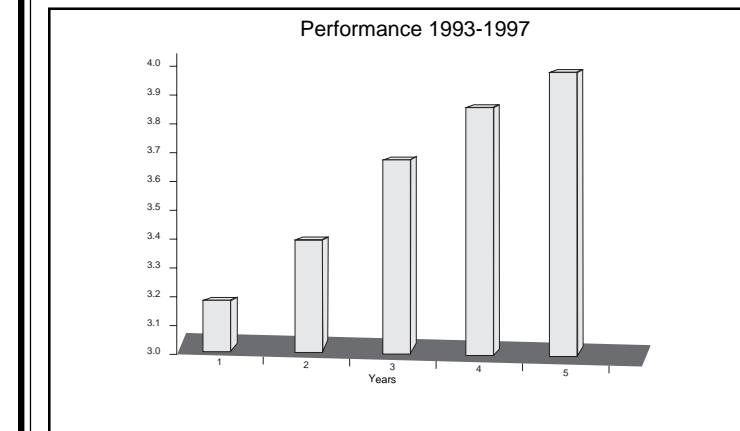
Fall 1998

University of North Texas

Dr. Nancy Boyd, Editor  
Liz Assaad, Managing Editor

## CHAIR'S NEST Dr. Lew Taylor, Professor and Chair

In 1992, the management team embarked on a difficult journey of change for the better. Several years ago I reported to you about many of those changes. Our goal was to become an excellent management team. Today, I am proud to show you our *report card*. Over the past five years, the management team made bold changes to improve to a level we proudly call quality productivity illustrated in the graph below.



As you can see, from 1993-1997 we went from good (3.2) to excellent (4.0). This improvement in productivity as educators is no small feat given our large number of faculty and comprehensive evaluation standards that include teaching, intellectual contributions, and service to our university, community, and profession. We hope you help us spread the word about the excellent education students receive in the Department of Management at UNT.

There are plenty of examples reported in this issue of the newsletter that clearly demonstrate good reasons why we are better today than we were in 1992, including the EDS case competition, Summer Study in England, distinguished visiting scholars, and our exceptional faculty, staff, students, alumni, and advisory board. In fact, we are proud to announce two new board members: Patty Havelka (Raytheon) and Eileen Resnik (Department of Agriculture) and we are pleased to have them on the team. We hope you enjoy the newsletter and I look forward to hearing from you.

## Outstanding Students Recognized at Spring Banquet



Dr. Taylor presents award to Amy Bishop

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. In addition, the annual banquet recognizes and honors our scholarship recipients for the following academic year.

The following students were recognized as outstanding students in their respective professional fields: **Daniel T. Degrado**, Strategic Management, **Steve R. Kajari**, Entrepreneurship and Strategic Management, **Gregory P. Kirk**, Organizational Behavior and Human Resource Management, **Leslie A. Porter**, Entrepreneurship, and **Vickie S. Preston**, Production and Operations Management.

The following students were awarded scholarships for the 1998-1999 academic year: **Doyle K. Horrocks**, Lorch Folz Memorial Scholarship (\$1,500); **Joey Hernandez**, **Miche'la D. Jolly**, and **David M. Kemp**, Ken & Shirley Murphy Scholarship in Entrepreneurship (\$1,400); and **Amy L. Bishop**, **Jennifer M. Jamme**, and **Eric Miller**, Management Department Scholarship (\$750). Finally, two students were recognized for obtaining outside scholarships from various professional organizations. **Ron Charles**, a graduate student in Human Resource Management, was awarded the Ann Banhead Jacobson Scholarship (\$1,000) by the Dallas Chapter of the American Society of Training and Development and the Drew Young Outstanding Student Scholarship (\$2,000) by the Dallas Human Resource Management Association. **Cathy Hong**, a senior majoring in Marketing and Management, received \$1,000 from the International Education Committee Scholarship.

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

## Information Sheet

Please complete this form to update information that has changed. If you would like to add additional information, attached it to this form. Please mail to address at top of page. If you prefer, you can e-mail our editor this information at [boyd@cobaf.unt.edu](mailto:boyd@cobaf.unt.edu).

Name \_\_\_\_\_ Name at graduation if now changed \_\_\_\_\_  
(if attended UNT)

Employer \_\_\_\_\_ Title or position \_\_\_\_\_

Home address \_\_\_\_\_ Business address \_\_\_\_\_

Home telephone \_\_\_\_\_ Business telephone \_\_\_\_\_

Ideas for upcoming newsletter \_\_\_\_\_

## Distinguished Visiting Executive

Our thanks to **Eileen Resnik**, Chief of Marketing, Texas Department of Agriculture, for serving as a Distinguished Visiting Executive during the Fall 1997 and Summer 1998 terms. We also welcome her back for another visit during the Fall 1998 term. Eileen has earned two degrees from the University of North Texas, a B.S. degree in 1981 and an M.B.A. in Administrative Management in 1984.

## EDS Integrated Case Competition

Dr. Derrick D'Souza and Dr. Grant Miles, along with other members of the Management Department, have worked with the College of Business Administration to present the *Integrated Business Case Competition* as a regular part of the capstone class in Business Policy.

The competition, sponsored by *Electronic Data Systems (EDS)*, provides an opportunity for graduating COBA seniors to apply the skills and knowledge they have accumulated during the course of their business education to the solution of a complex business problem. Winning teams from each section of the course come together on a Saturday to make formal presentations of their solutions to a panel of judges made up of executives from several major firms in the Metroplex. These judges select the top three teams, members of which are awarded prizes and given college wide recognition.

## UNT/COBA Summer Study in England

For the fourth consecutive summer, the Department of Management conducted the UNT/COBA Summer Study in England program. This program provides students the opportunity to study European markets and business practices while gaining course credit toward their degree plan. This summer Dr. Derrick D'Souza led a group of about 30 students for an intensive study program in London. Students enrolled in two courses, International Business Operations and Business Policy. Lectures by British professors and executives, tours of British businesses and a visit to Cambridge University, are all part of this exciting package. Students enjoy the unique international learning experience. Here is what some students had to say about the 1997 Summer Study in England program:

"... I have had more fun this summer and learned more about the world than any class I have ever had." Amanda Akers

"... This experience has probably been the most influential one of my life so far!" Jason Johnston

"... This trip was an experience I will never forget and one I could not get from reading a book. It was a wise investment." Allison Jones

We are continuously striving to introduce additional experiences in our curriculum. We believe that experiences like this one will help our majors understand the international dimensions of their course of study in Management at UNT. The 1999 program is in the planning stages.

## Meet Our New Faculty and Staff

**Dr. John Baum**, Visiting Associate Professor, returns to the academic environment after working in private industry, including approximately 17 years with Texas Instruments. Most recently he was the Managing Director of the Global Leadership Center in Plano. Dr. Baum has a Ph.D. from the University of Wisconsin and previously held faculty positions at Purdue University and the University of Texas.

**Dr. Mark Davis**, Associate Professor, will serve as Director of the new M.B.A. program in Health Service Administration. Dr. Davis graduated from Virginia Polytechnic Institute and State University with a degree in Industrial and Organizational Psychology.

**Dr. Anat BarNir**, Assistant Professor, has joined us from Syracuse University, where she recently completed her Ph.D. in Business Administration with a concentration in Strategic Management and Organizational Behavior. She will teach courses in Business Policy and International Management.

**Michelle Dean**, A.B.D., Visiting Assistant Professor, has joined us from Louisiana State University, where she is currently completing her Ph.D. in Business Administration with a major in Human Resource Management. She will be teaching courses in the Organizational Behavior/Human Resource Management professional field.

**Steve "Butch" Owens** is an Adjunct Faculty member in the department. He has a B.S. in Professional Development from Amber University and an M.S. in Communication Studies from UNT and teaches courses in Business Communications.

**Michiko Y. Hayhurst** has been with the Department of Management since 1997, teaching courses in International Management. She holds a B.A. from Niigata Women's University, a B.S. from the College of William and Mary, and an M.A.S. from Johns Hopkins University.

**Sheila McWilliams** started with UNT in September 1996 and joined the Department of Management team in August 1997. Sheila currently serves as the Office Manager for the department.

**Mike Sexton** and **Liz Assaad** are the department's new Undergraduate Advisors. Mike and Liz are both graduates of UNT and are now working on their M.B.A.'s.

Our new work study employees are **Cally Carter** (Sr.) and **Kim Kieu** (Jr.).

## New Vice-Chair

We are pleased to announce the appointment of Dr. Vicki Goodwin as our new Vice-Chair. We look forward to her leadership as she begins a three year term in the fall of 1998.

We also wish to thank Dr. Lynn Johnson for his two terms as Vice-Chair. We owe him a great debt for all his hard work and accomplishments on behalf of the Department of Management.

## Kudos Korner

Professors Lynn Johnson and Warren Watson's article entitled, **The Effects of Intergroup Competition and Non-Competition on the Decision Quality of Culturally Diverse and Culturally Non-Diverse Groups**, has been accepted by the *Journal of Applied Social Psychology*. Their coauthor is Sandy Pate.

Drs. Johnson and Watson also have a forthcoming article, **Team Orientation, Self Orientation, and Diversity in Task Group: The Connection to Team Performance Over Time**, in the journal *Group and Organization Management*. Their coauthor for this article is Deanna Merritt.

Professor Warren Watson's article entitled, **A Proclivity for Entrepreneurship: A Comparison of Entrepreneurs, Small Business Owners, and Corporate Managers**, is to be published in the *Journal of Business Venturing*. His coauthors are Wayne Stewart at Clemson University and Jim and JoAnn Carland from Western Carolina.

Professor Vicki Goodwin's article entitled, **Cognitive-Affective Stress Propensity: A Field Study**, was accepted for publication in the *Journal of Organizational Behavior*. Her coauthor is Dr. Jerry Wofford from the University of Texas at Arlington.

Professor Goodwin's other article, **A Field Study of a Cognitive Approach to Understanding Transformational and Transactional Leadership**, was published in *The Leadership Quarterly* (Vol. 9(1), 1998). The article was coauthored with Dr. Jerry Wofford (UTA) and Dr. J.L. Whittington (Texas Wesleyan).

Dr. Dick White's paper, **JIT Manufacturing: A Survey of Implementations in Small and Large U.S. Manufacturers**, was accepted for publication in *Management Science*. His coauthors are John N. Pearson and Jeffrey R. Wilson of Arizona State University.

Dr. White's paper, **The Evolution of JIT and its Use in the United States**, was accepted for publication in the *Encyclopedia of*

*Production and Manufacturing Management*, as well as his paper **Customer Service through System Integration**, coauthored with John Pearson.

Professor Grant Miles' article, **Organizing in the Knowledge Age: Anticipating the Cellular Form**, was published in the *Academy of Management Executive* (Vol. 11(4), 1997). His coauthors were Raymond Miles, Charles Snow, and John Mathews.

Professor Miles' forthcoming article, **Explaining the International Intensity and Global Diversity of Early-stage Technology-based Firms**, will be published in the *Journal of Business Venturing* (with coauthors Stephen Preece and Mark Baetz). Also, **Good for Practice: An Integrated Theory of the Value of Organizational Form**, is being published in an edited volume entitled *Strategic Flexibility: Managing in a Turbulent Environment* (H. Thomas and D. O'Neal, eds.), Jon Wiley & Sons, 1998 (written with Raymond Miles and Charles Snow).

Dr. Grant Miles, Dr. Derrick E. D'Souza and Dr. John Kenneth Masters of UNT and Dr. Parshotam Dass and Mr. Kenneth Zantow of the University of Arkansas presented **Business Policy and Integration in a Strategic Management World: Reconceptualizing the Capstone Course** at the Academy of Management Annual Meeting in San Diego, CA in August.

Dr. Anat BarNir has two papers accepted for presentation at the national Decisions Science Institute conference at Las Vegas in November: **Structure and Strategy: Competitive aggressiveness and Horizontal Cooperation**, with Ken Smith (Syracuse University) and **The Internet as a hypercompetitive environment: The case of innovation and competitive proactiveness**, with Pat Auger (City U. of Hong Kong) and John Gallagher (Boston College).

Professor Derrick D'Souza's paper, **Global Pricing Policies: Implications for the Service Exporter**, was presented on February 12, 1998, at the World Trade Center as part of the International Small Business Development Center's "Global Market Series" program.

## Spotlight on the Ph.D. Program: John Ken Masters

Ken Masters began his Ph.D. at UNT in the Fall of 1993 majoring in Organization Theory and Policy. He successfully defended his dissertation, *The Antecedents of Labor Externalization: A Test of the Transaction Costs Perspective*, in the Summer of 1998 and has accepted a position as Assistant Professor at the University of Western Illinois for the Fall of 1998.

Prior to pursuing his doctorate, Ken earned his B.S. in History at Louisiana State University and his M.B.A. at McNeese State University, graduating first in his class. He worked in banking for 7 1/2 years as a Branch Manager and then Vice President of Real Estate Lending at SunTrust Banks in Florida.

At UNT, Ken was named the College of Business Administration Outstanding Teaching Fellow before accepting a full-time Lecturer position in the Dept. of Management. He has consistently earned outstanding teaching evaluations. Ken's research interests lie in the area of outsourcing and labor externalization. He recently presented papers at the Texas Conference on Organizations and the Academy of Management annual meeting. He is a member of Beta Gamma Sigma Honor Society. Congratulations, Ken, on a job well done!

Drs. Derrick D'Souza and Fred Williams' article, **Exploring the Antecedents of Manufacturing Flexibility**, was presented to the Operations Management Division of the 1998 Academy of Management Conference in San Diego, CA in August.

Dr. Charles Bimmerle presented **Supply Chain: Best Practices** at the NAPM 83rd Annual International Purchasing Conference at Dallas, TX in May.

Dr. Donna Ledgerwood will present **Partnering for Perfection: How Universities Can Serve and Network with Small and Large Employers for a Win/Win/Win Relationship** at the HR Southwest, Human Resources Conference and Exposition in October.

Professor Bob Insley and Megan Endres' paper, **Communication Skills of Technical Professionals: A Report for Schools of Business Administration**, is to be published in *Computer Personnel*. Their coauthor is Dr. Jack Becker.

Drs. Lynn Johnson and Lou Ponthieu were awarded a \$125,000 grant from the Texas Department of Transportation for the project entitled **Evaluate the Long Term Impact and Cost Effectiveness of Outsourcing**. This research will be conducted in cooperation with the Center for Transportation Studies.

Dr. Nancy Boyd's article, **A Developmental Approach to the Examination of Friendship in Leader-Follower Relationships**, was published in *The Leadership Quarterly* (Vol.9(1), 1998). The article was coauthored with Dr. Robert Taylor (University of Memphis).

Dr. Boyd was quoted in the October 29, 1997, *Dallas Morning News* article on page one of the business section. The article is **Friends in High Places: Business-Personal Relationships Can Promote Honest Feedback**.

Holly Hutchins, Lecturer for Business Communication, shared her thoughts on how women professionals can increase their public speaking effectiveness at the Women's Professional Network

Dr. Nancy Boyd, Sheila McWilliams and Bridget Simpson were commended by Chancellor Hurley for exceptional student advising.

# ALUMNI ON THE MOVE...



**Dr. Paula Hughes**, Dean and Professor of Management at the University of Dallas, Graduate School of Management, is our featured Alumna who is on the move. Dr. Hughes holds a B.S. Degree from Texas Woman's University, M.B.A. and Ph.D. degrees from the University of North Texas, and she is certified as a Senior Professional in Human Resources with the Society for Human Resource Management. In addition to her administrative duties as Dean, Dr. Hughes teaches in the fields of Human Resource Management, International Management, and Small Business Management. She is also a Certified Mediator and an Administrative Law Judge with more than 15 years of experience as a labor arbitrator with the American Arbitration Association. Furthermore, Dr. Hughes has assisted approximately 200 organizations, both for-profit and not-for-profit, through management consulting during the past 25 years, covering topics ranging from Strategic Management to Stress Management, and Organizational Culture to Organizational Change.

As Dean of the Graduate School of Management at the University of Dallas, Dr. Hughes is responsible for the establishment of major business alliances and partnerships, and developed new initiatives in international recruiting. She also established professional noncredit programs for businesses and associations, and assisted in developing and implementing the Human Resource M.B.A. program and M.B.A. satellite programs in various fields in the DFW area. She has published articles in *HR Magazine*, *Labor Arbitration in Government*, and authored other publications in the area of International Human Resource Management and strike management. In 1985 she was the first recipient of the Michael A. Haggar Fellow Award for Teaching Excellence at the University of Dallas. She was also a Texas Trailblazer nominee from the DFW area in 1997.

**Q: As Dean of the Graduate School of Management at the University of Dallas, how would you describe your leadership style?**

**A:** My leadership style is one of leading by example and encouragement. Leading gives me energy. It is my passion, and I strive to lead in the best possible way.

**Q: What do you see as the greatest challenges facing you as an administrator in an institution of higher education?**

**A:** Patience has always been my greatest challenge. I have to be careful not to outpace the organization and move too fast. I am also continually frustrated by the multi-task nature of my job. My job takes me in so many different directions that I must constantly be aware of exactly where I need to be right now. I love the people I work with and the vision and mission of the school.

**Q: What advice would you give to those business students at the University of North Texas who are approaching graduation and the beginning of their careers?**

**A:** Learn as much as possible from every person you meet, endure the pain of feedback to experience the joy of growth, and laugh often (mostly at yourself).

## Distinguished Visiting Scholar: Barbara B. Flynn

**Barbara B. Flynn**, the 1998 Distinguished Visiting Scholar, presented a seminar entitled **World Class Manufacturing: Issues for the 21st Century** on April 13th. Dr. Flynn is an Associate Professor of Operations Management at the Babcock Graduate School of Management of Wake Forest University. She received a D.B.A. in Operations Management from Indiana University, an M.B.A., with an emphasis in Operations Management and Managerial Economics, from Marquette University and a B.A. in Psychology from Ripon College. Her previous academic appointments have been at Iowa State University and Louisiana State University.



Dr. Flynn has received over \$1 million in research funding from the National Science Foundation, the U.S. Department of Education and the Center for Innovation Management Studies. Her current research projects deal with the relationship between product innovation, speed and quality, and a study of trade-offs and compatibilities between competitive priorities in organizations. She is a member of the World Class Manufacturing research group, a joint project between Wake Forest University and the University of Minnesota, to study the relationship between manufacturing practices and performance in various organizational and national cultures. International partners in this project include London Business School (U.K.), University of Padova (Italy), University of Mannheim (Germany), Keio University (Japan) and Gakushuin University (Japan). Other research interests include world class manufacturing, quality management, operations strategy, JIT and group technology. She has published articles in *Management Science*, *Decision Sciences*, *Journal of Operations Management*, *International Journal of Operations Management* and other leading journals, as well as four book chapters.

Dr. Flynn is Editor-in-Chief of *Quality Management Journal* and *Decision Line*, and Associate Editor of the *Journal of Operations Management*. She serves on the Editorial Review Board of *International Journal of Applied Quality Management*, *Production and Operations Management*, and *Benchmarking for Quality Management and Technology*. Dr. Flynn is currently Vice President of the Decision Sciences Institute, and has held other leadership positions within the Decision Sciences Institute, Academy of Management, Institute for Management Sciences (TIMS) and American Production and Inventory Control Society.