

# Management MOMENTUM



UNIVERSITY of  
 NORTH TEXAS

Department of Management

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 www.coba.unt.edu/MGMT/

## Chair's Nest - Lynn Johnson



Greetings! This past year was an exciting time for our department. We experienced changes and opportunities that have excited our faculty and alumni. I will briefly discuss some of them.

Let me begin by mentioning one wonderful opportunity - The Murphy Enterprise Center. Due to a visionary gift from Ken (BBA, 1960) and Shirley (BSEd, 1971) Murphy, we were able to establish The Murphy Enterprise Center (TMEC) in our department this fall. The opportunities to serve our students and external publics through TMEC have our entire faculty excited. You can read more about TMEC on the next page.

Now, for some of the changes. As you notice, Lew Taylor is not writing this update. Lew announced in July that he would resume his professor position in the department, starting the fall of 1999. Lew has provided the department seven great years of leadership and direction. During those years, our faculty's teaching and instruction improved, our research productivity increased, and our service commitments expanded. Thanks Lew for a job well done!

We have great plans for the Spring semester. Dennis Organ, a world-class researcher from Indiana University, will be our Raymond D. Miles Research Seminar speaker. Dr. Organ is Professor of Personnel and Organizational Behavior and Editor of *Business Horizons*. If you have an interest in attending, give our office a call for details. Mike Bowlin (BBA and MBA), CEO and Chair of the Board of Directors for ARCO Oil, will also be coming to campus for our Spring Speaker series. Mike Bowlin is profiled in this newsletter as our *Alumni On The Move...*

Many of our activities that we have highlighted in the past are becoming standard operating procedures for us. The Department of Management Summer Study in Europe program will continue this coming summer led by Don Powell. Our students tell us that our Summer Study Abroad program is one of the most significant educational experiences they have had at the University. However, this educational experience remains an opportunity open only to those students that can afford it, and we continue to look for scholarship help that will open the study abroad door for more of our majors.

At the end of each semester, our Business Policy Case Competition brings together more than 200 students. For the second semester now, this competition involved a "live case" - consulting to a fully operational business in the area. In Spring 1999 the project focused on one of the Country Clubs in the Metroplex, and in Fall 1999 the business was an entrepreneurial start-up in Dallas. Our faculty, led by Grant Miles and Derrick D'Souza, prepare a written case about the business and organize the competition in which University faculty and business folks come to judge. The result is a great showcase of our best students' work as they complete their undergraduate degrees. As successful as the case competition is, we are always looking for corporate sponsorship of this event. At a time when talented graduates are in great demand, this program offers a corporate sponsor the opportunity to "see our best, first." If you or your firm are interested, please contact me.

## Chair's Nest, Continued

Let me close by mentioning our Department Advisory Board. Each year we ask individuals to serve on our Board. Board members assist us in three major ways. First, by giving their time in coming to campus for speaking engagements or participating in departmental activities. Second, by providing our students with opportunities through mentoring, internships, or access to employment opportunities. Finally, by considering financial support to the department. Each of these areas is important for our department to continue to keep up with the quality expected by industry today. If you would like to work with one or more of our programs or boards, please give me a call.

As you can see, this has been an exciting year, and many opportunities still await us. I hope you enjoy the newsletter and I look forward to hearing from you.

*Lynn Johnson, Professor and Chair*

## Courage & Integrity - Lew Taylor

The best leaders should strive to make themselves obsolete. While I can in no way stake claim to being a best leader, I can easily say that the management team is so good, that my charge of change leadership is complete. Thus, while it has been my good fortune to be the Chair of the Department of Management for the past seven years, the time for me to step down has come and I recently did so a year early.



Over the past newsletters, many of you had the chance to read my recollections of our exploits and successes, so I will not repeat them here. What I will say is that during my time as Chair, we became the best department in the college and university through the sheer courage and integrity to do the right thing in the name of student learning, even at personal cost, and without fear to tell our story to anyone who would listen.

So, in my last column for the front page, I want to take the liberty to honor the bunch of bandits known here and there as the management team, a common term rarely used in the halls of academia. To be a great team it takes two important features: quality productivity and a pleasant team experience. The faculty, staff, and students in Management made my report card look great through their will and determination to be the best. You have my admiration and I thank you for the opportunity to be your leader. And, the experience was so pleasant that I look forward to being a Professor of Management on the team for many years to come.

I leave you in the hands of Dr. Lynn Johnson and Dr. Vicki Goodwin, two inspiring leaders and good friends who will take us into the new century. They are the best and so are you!

*Lew Taylor, Professor of Management*

## The Murphy Enterprise Center - TMEC

The Murphy Enterprise Center (TMEC) is an initiative of the Department of Management, and is designed to meet the enterprise development needs of students and business enterprises. The Center bears the Murphy name in recognition of Ken and Shirley Murphy of Dallas, highly successful entrepreneurs and business leaders, whose generous gift of \$1 million will underwrite the development of the Center. Our vision is that TMEC will become a world-class organization that brings significant recognition to the Department and University.

The major goals of TMEC are: (1) to provide quality small business and entrepreneurship education, training, and development programs to students and entrepreneurs, (2) to provide consultative management and technical assistance to existing and prospective entrepreneurs and small businesses, and (3) to foster understanding of small business issues and business opportunities by communicating relevant small business information, research, and networking opportunities to all interested parties.

TMEC and its Director are accountable to the Chair and faculty of the Department of Management. The Center will operate under the principles of trust, truth, and open disclosure, with effort, insight, integrity, teamwork, and success as primary goals. TMEC will return all of its net proceeds to the Department of Management.

A major thrust of TMEC is the Business Development Alliance (BDA) program (TMEC-BDA). TMEC-BDA develops formal mutual service consortia, value-chain partnerships, joint ventures, and outsourcing arrangements with international, national, and regional organizations. The goal of an alliance is to provide benefits to each party that may not be attained by each party operating separately.

Other planned programs and projects of the Center include:

- **Courses, workshops and seminars:** certificate programs, courses and programs in music management and other topics, *Young Entrepreneur* seminars, distance learning, and family business programs.
- **Student development initiatives:** development of company sponsored internships, scholarships and work-study arrangements with employers.
- **Consulting by students and faculty:** pro-bono and fee-based live-case analyses and consulting reports.
- **Assessments and evaluations:** business-to-business services such as pre-venture screening, business plan evaluation, opportunity assessment, or industry and line-of-business evaluations.
- **Applied research:** small business and entrepreneurship research by faculty and students that helps business.
- **Information:** development of websites and other media that disseminate small business and entrepreneurship information, and engagement in referrals, endorsements, and advocacy. Directories and management briefings are examples.
- **Networking and associations:** conferences, conventions, an Internet Entrepreneurship Association, and an Association of North Texas Entrepreneurs (ANTE).
- **Recognitions:** a *Council of Distinguished Entrepreneurs*, *Entrepreneur of the Year Award*, and a *Small Business-Entrepreneurship Excellence Recognition* program.

TMEC will be housed in the College of Business Administration room 328 until additional space is acquired and remodeled. Dr. Louis Ponthieu will be the Director, with Ms. Eileen Resnik as the Associate Director. Learn more by visiting the TMEC website:

[Http://www.murphycenter.unt.edu](http://www.murphycenter.unt.edu)

## UNT/COBA Summer Study in England

For the fifth 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 1999 Dr. Lynn Johnson and Dr. Don Powell led a group of 21 students through an intensive study program in London, Brussels, and Wales. Students enrolled in three courses: *International Management Perspectives*, *Management Policy*, and *Organizational Behavior*. Tours of British organizations such as Lloyd's of London, the Bank of England, and Parliament were highlights of the trip.

Plans for the Summer 2000 program are set, with the same three courses being offered. The locations will be London, Birmingham, Wales, and Paris. Dr. Don Powell will lead the program.

We are continuously striving to introduce additional educational experiences in our curriculum. We believe that providing students with a broadened perspective through both study abroad and other involving experiences helps them better appreciate the global nature of business and management.

## Hail & Farewell...

**Dr. John Baum** left the department to join Dowdey, Anderson & Associates, Inc. as General Manager. **Dr. Elvis Stephens** retired from the Department after 36 years of service. The UNT Board of Regents has designated Dr. Stephens as Professor Emeritus.

**Dr. Barbara Altman** and **Mr. Mike Sexton** have joined the department as lecturers and will teach in the areas of Business Ethics and Business Policy. **Phil Balis**, **Bill Knight**, **Connie Rich**, and **Sean Witt** have joined our department as adjunct faculty. **Dr. Michelle Dean**, who was a visiting assistant professor last year, joined our team as an assistant professor.

**John Abbott**, a doctoral candidate, and **Jamie Davis**, a senior, are the department's new undergraduate advisors. The department's clerical assistants are **Kate Gordon** and **Courtney Getum**. **Banu Goktan** is the department's new Ph.D. student. Banu came from Turkey, and is one of our Teaching Fellows.

## WebCT Initiative

WebCT (Web Course Technology) is fast becoming a common term among students and faculty in the College of Business. WebCT is a web-based course supplement that extends the boundaries of the classroom. WebCT provides a course web page that enables students to access grades, complete course quizzes and exercises, view PowerPoint presentation slides, read lecture notes, and communicate electronically with other students and/or the course instructor.

Holly Hutchins, Lecturer for Business Communication, and Dr. Bob Insley implemented WebCT in the Business Communication course. Students' responses to the WebCT format are favorable; it enables them to check exam grades or complete course exercises any time of the day or night, and from the convenience of their own home. Additionally, using WebCT provides students with experience in using the most innovative pedagogical technology and with skills in using the Internet.

Holly Hutchins and Bob Insley are the first in the Management Department to use WebCT, and are among the first in the nation to use it in a business communication course. Bob Insley and Holly Hutchins shared their experiences on the use of WebCT in the classroom at a presentation to members of the Association of Business Communication in Los Angeles in November 1999.

## ***Kudos Korner***

Dr. Barbara Altman's article entitled **Transformed Corporate Community Relations: A Management Tool for Achieving Corporate Citizenship** was published in *Business and Society Review*.

Dr. Michelle Dean's article, **Life Experiences and Performance Prediction: Toward a Theory of Biodata** (with C. J. Russell & P.M. Muchinsky), was published in G. Ferris (Ed.) *Research in Personnel and Human Resource Management* (Vol. 17, pp. 245-281). JAI Press: Greenwich, CT.

Dr. Derrick D'Souza and Dr. Fred Williams' paper, **Appropriateness Of The Stakeholder Approach To Measuring Manufacturing Performance** (with M. J. Ashmead), will be published in the *Journal of Managerial Issues*.

Dr. Mark Davis presented two papers at the annual meeting of the Academy of Management in Chicago: **Structural Knowledge Assessment In Management Education: A Comparison of Competing Assessment Methods** (with J. Tschetter) and **Mood and the Goal Setting-Performance Relationship** (with S. Kirby, B. Little & D. Fletcher).

Dr. Michelle Dean presented her paper **A Response Option Examination of Biodata Adverse Impact and Criterion Validity** at the 1999 meeting of the International Personnel Management Association Assessment Council in St. Petersburg, FL. This paper won the 1998-1999 IPMAAC Best Student Paper Award.

Dr. Michelle Dean had two presentations at the annual meeting of the Academy of Management in Chicago. **To Log or Not to Log: Bootstrap as an Alternative to Parametric Estimation of Moderated Effects in the Presence of Skewed Dependent Variables** (with C. J. Russell) was presented at a regular session, and **Judgment Calls in Meta-Analysis: How Are We Doing After 25 Years?** was presented in a pre-conference workshop on meta-analysis.

Dr. Vicki Goodwin and Dr. Nancy Boyd presented their paper entitled **A Laboratory Experiment Testing the Antecedents of Leader Cognitions** (with J. Wofford) at the annual meeting of the Academy of Management in Chicago. Dr. Goodwin's other paper, **Experimental Analysis of a Cognitive Model of the Stress Response** (with J. Wofford & C. Blumberg), was also presented at the annual meeting of the Academy of Management in Chicago.

Dr. Grant Miles presented **Predicting the Use of External Labor Arrangements: A Test Reconciling The Transaction Cost Perspective With the Development of Organizational Capabilities** at the annual meeting of the Academy of Management in Chicago (with J. K. Masters).

Sanjib Chowdhury and Dr. Grant Miles presented **Reexamining The Service vs. Manufacturing Dichotomy at the Brink of a New Millennium: Justifying a General Continuum Based on Customer Induced Uncertainty** at the Southern Management Association meeting in Atlanta.

Dr. Donna Ledgerwood has been elected the next Vice-President and Program Chair of the Southern Management Association.

Dr. Fred Williams and Dr. Derrick D'Souza have been invited to join the Editorial Board of the *Journal of Operations Management*.

Dr. Anat BarNir's paper **Microenterprise Programs: The Key to Entrepreneurship?** (with P. Bobrowski, G. Williams, & G. von Dran) was presented at the 1999 National Applied Business Research Conference in Colorado.

## ***Kudos Korner, Continued...***

Dr. Donna Ledgerwood is the recipient of the President's Council Teaching Award for 1999 and also won the Piper Professor of 1999 Award sponsored by the Minnie Stevens Piper Foundation and awarded by Governor Bush.

Dr. Grant Miles was elected to the University Faculty Senate. Virginia Jones, Sheila McWilliams, Holly Hutchins, and Courtney Getum received the Soaring Eagles Award from the Chancellor.

Banu Goktan, our new doctoral student, has been nominated by the department and will be receiving the COBA Dean's Scholarship.

Dr. Bob Insley and Holly Hutchins, Lecturer for Business Communication, made a presentation about business communication skills to members of Beta Alpha Psi (Accounting Fraternity). Holly Hutchins has been recognized by the Center for Distributed Learning as a "pioneer" in using WebCT in classroom.

Our chapter of the Society For Human Resource Management (SHRM), which is sponsored by the Department of Management, Dr. Donna Ledgerwood - advisor, recently received the 1998-1999 Superior Merit Award.

## **Revamping the Ph.D. Program**

The doctoral program in the Department of Management has undergone significant changes over the last two years. The result is a quality program where students are trained in management topics as they learn about teaching and research methodology. In addition, students participate in courses with Ph.D. students from other departments in the College of Business, giving them the opportunity to establish a cohort group.

The new program was initiated this Fall. We accepted one new student, Banu Goktan, who came to us from Turkey. She is well-qualified, and we look forward to her success in the program. Over the past year, we have had several students complete their degrees or make progress toward them. We are currently working to recruit other students for the Fall 2000 semester. It is our intent to keep our enrollment at less than ten students in order to maintain a quality program, where students are screened carefully for admission into the program, and faculty are able to devote the appropriate amount of time to each one in the mentoring process.

## **\$25,000 Gift to the Department of Management**

As the Management Department honored Elvis Stephens who retired after 36 years on faculty, Elvis and his wife Joyce turned the table on the department when it came time to award the gold-watch. Elvis and Joyce gave the gold-watch to our students in the form of an endowed scholarship for our majors. The **Elvis and Joyce Stephens Scholarship** will support students majoring in our department who are first generation members of their families to attend a university. Students will enjoy this generous gift from the Stephens year after year. Thanks Elvis and Joyce for your vision and generosity!

## ALUMNI ON THE MOVE...



**Mike R. Bowlin**

### **Chairman and Chief Executive Officer ARCO**

Mike R. Bowlin is Chairman of ARCO's Board of Directors and the company's Chief Executive Officer. Mr. Bowlin had previously served as President, Executive Vice President, and Senior Vice President of ARCO's International Oil and Gas Company, Senior Vice President of ARCO International Oil and Gas Acquisitions, and President of ARCO Coal Company. He has also served as Vice President of Human Resources, and Vice President of Finance, Planning, and Control.

Born and raised in Amarillo, Texas, Mr. Bowlin attended the University of North Texas where he received BBA and MBA degrees. He joined ARCO in 1969 as a human resource representative and went on to hold a number of human resource and management positions in corporate college recruiting, professional placement, and behavioral sciences.

Mr. Bowlin's interests focus on business and global matters, education, youth, and health care. He is a Trustee of the Los Angeles World Affairs Council and a member of the World Economic Forum. He is Chairman of the Board of the American Petroleum Institute and a member of the Board of Directors of Wells Fargo and Company.

Mike Bowlin's community involvement includes serving as a member of the Board of Trustees of California Institute of Technology and as a director in several organizations, including the Boy Scouts of America Los Angeles Area Council. Mr. Bowlin is a Director of the University of North Texas Foundation and Associate Member of the Board of Visitors of the M. D. Anderson Cancer Center.

**Q: What do you see as the greatest challenge facing a college graduate who is looking for his/her first "serious" corporate job? What are your recommendations for these students?**

**A:** For new college graduates, the greatest challenge will be recognition on their part of the necessity of continuous training and learning throughout their careers. In the economy of the future, most professionals will work for several companies in different industries. That, plus the rapid pace of change in the world, will require a commitment to continuous learning.

**Q: As we enter the new millennium, what do you think will be the greatest challenge facing senior executives at large corporations?**

**A:** The fact that we are in a global economy represents the greatest opportunity and challenge to senior executives. Corporations will experience a competitive environment unparalleled in world history.

**Q: In your experience, what do you consider to be the most important skills that a junior manager needs in order to develop a successful career?**

**A:** Junior managers must learn to be totally competent in managing their area of expertise and have the ability to see the bigger picture. Early in my career, I tried to not only do my job well but to understand and develop the skill to do the job two levels above me.

## 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.

The following students were recognized as outstanding students in their respective professional fields: **Carmella A. Birdwell**, Strategic Management, **Michael P. LaCour**, Entrepreneurship & Strategic Management, **Cheryl J. Taylor**, Organizational Behavior & Human Resources, **Brian A. Davenport**, Production & Operations Management, **Thomas W. Depew**, MBA in Administrative Management, and **Steven R. Rushton**, MBA in Human Resource Management.

The following students were awarded scholarships for the 1999-2000 academic year: **Jason L. Campbell**, Lorch Folz Memorial Scholarship (\$750); **Sage J. Caldwell**, Ken & Shirley Murphy Scholarship in Entrepreneurship (\$1,500); **John W. O'Grady**, Ken & Shirley Murphy Scholarship in Entrepreneurship (\$2,500); **Amy L. Bishop**, C. L. Littlefield Business Management Scholarship (\$1,000); **Eric Miller**, C. L. Littlefield Business Management Scholarship (\$750); and **Marko Skoric** 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.



*Eric Miller, recipient of the 1999 - 2000 C.L. Littlefield Scholarship,  
with Mary Ann Littlefield and Dr. Lew Taylor*

## FACULTY PROFILES



**Dr. Louis Ponthieu** has taught Entrepreneurship and Small Business Management for UNT's Department of Management for the past 13 years and directed its Entrepreneurship program. As Director of the UNT Small Business Institute, he delivered consulting services to more than 100 small to medium-size enterprises each year on matters of venture start-up and growth, small business management, and other management topics.

In addition to his instructional activities, Lou researches, writes, and speaks on numerous topics in his area of expertise. He has published in the *Journal of Private Enterprise*, *Family Business Review*, *Journal of Business and Entrepreneurship*, *Entrepreneurship and Regional Development*, and *Journal of Business Venturing*, among others.

A native Texan, Lou received his Ph.D. at the University of Arkansas, and has taught at Texas Tech University, Pepperdine University, and the University of Northern Colorado. He holds BBA and MBA degrees from UNT. As a Sam Walton Free Enterprise Fellow, Lou has been recognized as one of the Outstanding Entrepreneurship Educators in the U.S., and has been recognized with the University of North Texas Outstanding Service Award.

Lou has spent more than half of his 30 year career as a successful small business owner/operator. He has owned and operated more than a dozen dissimilar, profitable ventures during the course of his career.

Lou is a single parent with two of his three daughters still at home. Keitha just graduated from high school; Canda is a junior. His eldest daughter Lisa, son-in-law Steve, and three grandchildren live near Patuxent River, Maryland where Steve is a test pilot for the U.S. Air Force. Lou says he has no spare time, but occasionally breaks loose to tend to the more than 7,000 matchbook covers he has collected during his travels.

**Dr. Nancy Boyd** is an Associate Professor of Management, specializing in human resource management and organizational behavior. Dr. Boyd joined the Department of Management faculty in 1991 upon completing her Ph.D. in Business Administration at the University of Memphis. A native Texan, who grew up in San Antonio, she has an undergraduate degree from Southwest Texas State University and an M.B.A. from Texas A & M, Corpus Christi. She returned to school to obtain her Ph.D. after working for nine years in the field of human resource management.

Dr. Boyd is active in the Department of Management as a teacher, researcher, and participant in numerous department, college and university-level service activities. She teaches courses at the undergraduate, graduate and doctoral levels. She also serves as a graduate faculty advisor for doctoral students completing their research in the Department of Management.

Dr. Boyd is actively engaged in research, examining such topics as organizational leadership and the nature of leader-follower relationships. Dr. Boyd has published articles in such journals as *Journal of Management*, *Academy of Management Journal*, *Entrepreneurship: Theory and Practice*, *Journal of Management Education*, and *Leadership Quarterly*.

Finally, Dr. Boyd serves the department, college and university in numerous capacities. She is a current member of the Master's Program Committee and the Rewards Committee at the college level and of the University Curriculum Committee. She also serves as Program Director for the Organizational Behavior and Human Resource Management professional field and as the M.B.A. Coordinator for the department. In addition, she is a trained facilitator for the National Coalition Building Institute, and participates in prejudice reduction workshops as time permits.

On a personal level, this past summer Dr. Boyd married Wade Lillie, a high school principal for an alternative school in Carrollton/Farmer's Branch school district. As a result, in the future students will see the name Boyd-Lillie on the schedule of classes. Between them, Nancy and Wade have four children: two daughters (both 22) and a son and a daughter (both 16). In their spare time, they enjoy water skiing and snow skiing with the children, and taking care of their new home. Dr. Boyd is also active in the Renaissance program at Ryan High School in Denton, and is a board member and treasurer for Keep Denton Beautiful.



## In Memorium: Dr. Carl Swanson



Dr. Carl Swanson passed away suddenly on June 8, 1999.

Dr. Swanson, who retired from the department in December 1998, specialized in Strategic Management, Business Ethics & Social Responsibility, International Management, and the Strategic Management of Public Policy Issues. He taught both undergraduate and graduate courses in the College of Business Administration at the University of North Texas.

Dr. Swanson, before embarking on an academic career, was an attorney with the Federal Trade Commission. He served as Assistant Director, Cleveland Regional Office; Director, New Orleans Regional Office; and Director, Dallas Regional Office, and was the recipient of three Superior Service Awards. He was a co-author of *Private Enterprise and Public Purpose*, *Corporate Strategy*, *Public Policy & the Fortune 500* and *The False Promise of the Japanese Miracle* (the latter was also published in Japan) and served as Contributing Editor on the editorial board of several academic publications.

All of Carl Swanson's former students, colleagues and department staff will miss him dearly.

## Information Sheet

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

Name \_\_\_\_\_ \*Name at graduation if now changed \_\_\_\_\_

Employer \_\_\_\_\_ Title or Position \_\_\_\_\_

Home Address \_\_\_\_\_ Business Address \_\_\_\_\_

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Home Telephone \_\_\_\_\_ Business Telephone \_\_\_\_\_

E-mail \_\_\_\_\_ Website \_\_\_\_\_

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

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\* If attended UNT