



## CHAIR'S UPDATE - LYNN JOHNSON



**Greetings!** The Department ended 2000/01 with a great Spring Awards Banquet honoring students, faculty, and executives. Joe Brouillette, Associate Partner, Accenture, received our Outstanding Advisory Board Member award for his continuing support of our programs and activities. We recognized Chris Hill as the Department's Outstanding Alumnus. Educator of the Year Awards went to Warren Watson and

Richard (Dick) White. Bennie Smith, President of Longistics of Texas, was recognized as our Distinguished Visiting Executive of the year and 15 students were awarded departmental scholarships. Our scholarship funds also topped the prior year's, with a total of just over \$15,000 being awarded to management students.

2001/2002 started with a Fall semester enrollment increase of just over ten percent. Such an increase challenges all of our systems; we are coping. We welcomed Sarah Cunagin as our new Office Manager after Tina Parr received a nice promotion into the University's Legal Affairs Office. We celebrated Dick White's promotion to Professor and Grant Miles' receiving tenure with his promotion to Associate Professor.

This year, the Murphy Enterprise Center is sponsoring a major outreach program for the Department called the Human Resource Partnership Group. This program will reach out to our friends and alumni in the Dallas/Fort Worth area to keep them informed about our campus, listen to HR speakers address current issues, and reinforce our human resources management network of friends. We held our first event at 7-Eleven's CityPlace Conference Center in August. Read more about this outreach effort later in the *Momentum*.

The *Management Momentum* newsletter is arriving at your home during the Spring term this year because of the fine work of our Editor, Dr. Robert Insley, Associate Professor of Management. Thus, I can share with you our Spring term activities while you have time to respond. Our Raymond E. Miles Distinguished Scholar for the spring is Dr. David Olson, a nationally recognized researcher and author. Dr. Olson will be with us on February 22. Our Spring Awards Luncheon and Advisory Board meeting, to be held April 25th, will honor approximately 20 of our outstanding students and allow us to say thank you to our Board members for their continued support. In April, we will also honor alums with departmental recognition.

We look forward to an important year in the development of our Department's involvement in the Dallas/Fort Worth community. We invite you to come and see 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. In addition, the annual banquet recognizes and honors our scholarship recipients for the following academic year.



In April 2001, the following students were recognized as outstanding students in their respective professional fields: **Vicki DeLong**, Entrepreneurship and Strategic Management; **Tanya Blair**, Organizational Behavior and Human Resource Management; **Brian Fuhrmann**, Production and Operations Management; **Greg McGregor**, Operations Management Science; **Ray Kauffman**, MBA in Administrative Management; **Penny Horn**, MBA in Human Resource Management; and **Amy Bishop**, MBA in Human Resource Management.

The following students were awarded scholarships for the 2000-2001 academic year: **Justin Meyer**, Lorch Folz Memorial Scholarship (\$1,000); **Rachelle King**, Ken & Shirley Murphy Scholarship in Entrepreneurship (\$5,000); **Banu Goktan**, C. L. Littlefield Business Management Scholarship (\$1,000); **Joshua Giere**, MSI Capital Entrepreneurial Scholarship (\$1,000); **Nickoyan Philbert**, Elvis and Joyce Stephens Scholarship (\$1,000); **Jacquelyn Frayle**, K-Mart Corporation Educational Scholarship (\$1,000); **David Mallari**, Frank and Elaine Wright Scholarship (\$1,000); **Kate Gordon**, NAPM - Dallas Scholarship (\$1,000); **Jessica Brothers**, Pinnacle Graphics Entrepreneur Development Scholarship (\$1,000); **Pamela Rogers**, Richard Jurek Scholarship (\$1,000); **Lindsay Grayson**, William O. and Grace Hunt Scholarship (\$1,000) and **David Brown** and **Zachary Gladen**, 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.

## ADVISORY BOARD

The Department of Management Advisory Board's primary purpose is to develop and maintain a close relationship between business and community leaders, the Department of Management, and private sector organizations. Members include:

Dr. John Baum - *VP/Chief Learning Officer, The Corporate University*

Dr. Marvin Berkeley - *Dean Emeritus, COBA, UNT*

Ms. Jane Boyle - *Owner, Candy Haven*

Mr. Richard Bracken - *President, Royal Canadian Securities, Ltd.*

Mr. Joe Brouillette - *Director of Develop. Practice, Accenture*

Mr. Timothy Charles - *CEO, Denton Community Hospital*

Mr. Tony Clark - *President and CEO, Northstar Bank of Texas*

Dr. Wiley Cunagin - *Senior VP, Florida Transportation, Inc.*

Mr. Bob Edwards - *Consultant, Drake Beam Morin, Inc.*

Mr. Jerry D. Goodwin - *CPA, Moncrief Fixel Oil Interest*

Mr. Lars Halverson - *President, Intelli-Site, Inc.*

Mr. Bob D. Hawley, Jr. - *President, H2O Power Sprinkler Corp.*

Mr. Chris Hill - *President, Pinnacle Graphics*

Mr. William O. Hunt - *Chairman of the Board, Intellicall, Inc.*

Mr. Richard Jurek - *Team Leader II, Raytheon*

Mr. Bill Knight - *Owner, The Money Doctor*

Mr. Abraham Mathew - *Director, Budget Office,  
UT SW Medical Center*

Mr. Jack Merbler - *Financial Operations Principal,  
Milkie/Ferguson Investments, Inc.*

Mr. Harris W. Miers, Jr. - *Principal, Adviant, LLC*

Dr. Raymond Miles - *Trefethen Professor Emeritus, University of  
California, Berkeley*

Mr. Thomas J. Montgomery - *President & CEO, Healthcare Advisory  
Associates, Inc.*

Mr. Alger Moore, III - *VP/HR Administration, Hanson Building  
Materials America*

Mr. Kenneth W. Murphy - *CEO, THE MAIL BOX*

Ms. Cecilia Norwood - *Principal, Norwood & Associates*

Mr. Joseph O. Roy - *President, Denton Consultants, LLC*

Ms. Bennie Smith - *President, Longistics of Texas*

Mr. Nick Stanfield - *President, MSI Capital Corp.*

Dr. Elvis Stephens - *Professor Emeritus, Dept. of MGMT, UNT*

Ms. Allison Sumrow - *Managing Director, People Solutions*

Mr. Marc A. Surer - *Marketing Director, Xerox, Inc.*

Ms. Janette Ward - *Regional Recruiting Manager, Enterprise  
Rent-A-Car*

Mr. Steve Watkins - *Owner/President, Streetwerks*

### **Management Advisory Board Scholarship**

The Department of Management is delighted to announce a new scholarship this year named in honor of our Advisory Board. The idea for this scholarship comes from one of our Advisory Board members, Joe Roy. The new scholarship will be flexible enough to allow the donor to direct the scholarship funding to one of several programs, centers, or major fields. For example, we have several programs, such as study abroad, internship, and/or new initiatives (e.g. Arts Management) that cut across our various majors and may require additional funding to allow students to participate fully.

This scholarship came about as a result of a significant contribution from Joe and Betty Roy, which is not surprising given Joe's strong interest in international programs, the music programs on campus, and helping students. For example, Joe is a regular speaker in our international classes, where he shares many of his thoughts and experiences from his domestic and international assignments as a manager with a major energy firm.

## CURRICULUM ENHANCEMENT

### **MGMT 5540 Web-Based Course**

In Spring 2001, the Department offered its first online graduate course. Students from a variety of backgrounds "attended" this Web-based class on Managed Care Organizations (MGMT5540), which is part of the Health Services MBA curriculum. According to Dr. Mark Davis, "having a medical student, pharmaceutical salesman, and health promotion specialist in this virtual classroom made for some lively discussions." But instead of having those discussions in a classroom once a week, they took place on an electronic bulletin board over multiple sessions lasting several days each. In other words, the online learning experience for these students was asynchronous. Neither students nor instructor needed to be in one place at one time to participate. Rather students could be learning at any time of the day or night. No one had to wait for others before beginning class. That is the real attraction of online learning--students must take command of their own learning; they cannot rely on being taught. In this instance, students were not merely attending class, but actively building and contributing to a learning community. Though students were surprised by the intensity of that process, positive student comments and feedback suggest that this experiment was a success.

### **MGMT 3330 Web-Based Course**

Students taking MGMT 3330, Communicating in Business, now have an option: Web-based or face-to-face. Professor Holly Hutchins is currently teaching a Web-based version of MGMT 3330. Professor Hutchins and Dr. Bob Insley collaboratively designed the Web-based section over the summer and plan to offer it each semester. "Student comments have been very positive so far," states Professor Hutchins. This Web-based course is open to all UNT students on the main campus and the Systems Center in Dallas.

### **MGMT 5070 Web-Based Course**

Dr. Ching-Chung Kuo is in the process of developing a Web-based version of MGMT 5070, Management Issues. Like the existing course offered in the regular classroom setting, this new course is concerned with the key activities in managing the complete flow of materials from suppliers to customers in a supply chain. Emphasis will be placed on production/operations management tools with widespread applications. Major topics to be covered include facility layout and location, demand management, production planning, inventory control, operations scheduling, project management, and quality control. By successfully completing this distance-learning course, the student will not only meet the background requirements for the MBA program, but also learn useful concepts, models, and techniques for efficiently managing a manufacturing or service system in the private or public sector. The primary method of instruction will be a combination of lecture notes, assigned readings, and online group discussion sessions, which is to be supplemented by real-world business practices and computerized problem solving activities.

## ALUMNI ON THE MOVE...



### **Patty Turner**

#### **Human Resources Director, i2 Technologies, Inc.**

Patty Turner is a Human Resources Director for i2 Technologies. Located at i2's corporate headquarters, she is part of the Corporate Human Resources Leadership Team, and works directly with the Executive Vice Presidents of Corporate Marketing and Product Marketing in support of their organizations. She is responsible for the direction of all HR-related activities for these global businesses.

Prior to joining i2 Technologies, Patty was employed with Raytheon. During her time with the company, she was promoted to various positions within the electronic systems segment. Her roles included HR Manager for the Quality organization, HR Manager for the Operations and Quality organization, and acting HR

Director for the Tactical Systems Division, with dual responsibility of managing a 16-person HR staff. Prior to joining Raytheon, Patty was employed as an HR Representative for Texas Instruments. She worked there for a little over a year, before the segment was acquired by Raytheon.

Patty received her Bachelor of Science degree in Psychology, with a minor in Marketing, from Texas A&M University. She received her Masters of Business Administration, specializing in Human Resource Management, from the University of North Texas in December of 1995. While attending UNT, Patty was nominated for "Who's Who Among Students in American Universities and Colleges" and was a recipient of the Ralph Wilson Plastics scholarship and the Texas Business Hall of Fame Foundation scholarship. Also while attending graduate school, she worked as a T.A. in the Department of Management in support of the Department Chair and on various special projects. In fact, Patty is credited with creating and distributing the first copy of the *Management Momentum* Newsletter!

Here are a few questions we asked when we caught up with her:

**Q. Do you feel that receiving your MBA has helped you in the field of Human Resources?**

A. Because I had minimal HR experience prior to receiving my MBA, I believe that the advanced education that I received at UNT allowed me to separate myself from other candidates and "land" my first real HR job after graduation. Once working in the HR field, I recognized that it also gave me the necessary business background, which is a "must have" in order to establish yourself as a credible HR professional and business partner in the corporate world. If you can't speak intelligently about the numbers behind the idea, then you won't be taken seriously. So, although it's not required that you have your MBA in the HR field, it does communicate to others that you are willing to take the initiative to broaden your knowledge base outside the required HR expertise.

**Q. How has the role of the HR professional changed over the last decade?**

A. I believe the HR function, in general, has moved beyond its traditional operational and transactional role, and towards a more strategic partner role. HR professionals today are tasked with understanding how to add value in the organization. Value can be added when you successfully partner with the business and align HR strategies, processes, and practices with business needs. Our i2 HR team uses the phrase "having a seat at the table" to refer to the ability to be recognized as a viable business partner in the organization.

**Q. What has been the greatest challenge you have faced in your career that has allowed you to gain invaluable experience in your field?**

A. I would have to say that there is one particular experience that sticks out in my mind. This was my past involvement with the merging of four companies through acquisition activity. The biggest challenge was helping our employees through this massive change process. I was taught an invaluable lesson on change management. It is critical that you understand where your employees are relative to the change cycle (resistance, uncertainty, assimilation, integration, and acceptance). Without a good understanding, you can quickly have an employee morale issue on your hands. People move through the phases of the change cycle at different speeds, so you can't expect everyone to be on board overnight. You need to help them through the phases by constantly communicating and asking for feedback. The lessons I learned from this experience, I use in everyday practice today.

## DEPARTMENT OF MANAGEMENT FACULTY

### **Entrepreneurship and Strategic Management**

Dr. Barbara Altman, Lecturer  
Dr. Anat BarNir, Assistant Prof.  
Dr. Derrick D'Souza, Assoc. Prof.  
Dr. Grant Miles, Associate Prof.  
Dr. Lou Ponthieu, Assoc. Prof.  
Dr. Don Powell, Professor  
Professor Eileen Resnik, Lecturer  
Professor Mike Sexton, Lecturer  
Professor Bennie Smith, Adjunct  
Dr. Lew Taylor, Professor  
Dr. Mary Thibodeaux, Professor  
Dr. Warren Watson, Professor

### **Organizational Behavior and Human Resources**

Professor Romesh Daftary, Adjunct  
Dr. Mark Davis, Professor  
Dr. Michelle Dean, Assistant Prof.  
Dr. Vicki Goodwin, Associate Prof.  
Professor Holly Hutchins, Lecturer  
Dr. Robert Insley, Associate Prof.  
Dr. Lynn Johnson, Professor  
Dr. Nancy Boyd Lillie, Assoc. Prof.  
Dr. Donna Ledgerwood, Assoc. Prof.  
Professor Evelyn Pitre, Adjunct  
Dr. Frank Rachel, Modified Service  
Professor Nicole Roberson, Adjunct  
Professor Desiree Robison, Adjunct

### **Operations Management Science**

Dr. Henry Hays, Modified Service  
Dr. Ching-Chung Kuo, Assoc. Prof.  
Dr. Dick White, Professor  
Dr. Fred Williams, Professor

### **Health Services Management**

Dr. Mark Davis, Professor

## PARTNERING TO ENHANCE THE STUDENT EXPERIENCE



Management Department professors teaching the capstone Business Policy course enhance business students' experience through the Integrated Business Case Competition. The competition puts students in the role of consultants advising a company on appropriate actions to take to improve performance. Shown above are judges from the Fall 2001 competition. They include (left to right) Dr. Norval Pohl, President of UNT; Dr. John Baum, a Management Department alum, Advisory Board Member, and the V.P. and Chief Learning Officer of The Corporate University; Dr. Jared Hazleton, Dean of COBA; and Gretchen Burkhardt and Mike Kehoe from Enterprise Rent-A-Car. Enterprise serves as the sponsor of the case competition, having given a \$20,000 gift to provide prize money and awards to the students in the competition.

## DEAN HENRY HAYS PROFESSORSHIP FOR EXEMPLARY SERVICE AT UNT

Byron and Marilyn Baird have made the initial donation to create the Dean Henry Hays Professorship for Exemplary Service at UNT. The Professorship in Management will provide the faculty with the means to perform research in entrepreneurship and family-owned businesses.

Dr. Henry Hays retired as dean of the UNT College of Business Administration in 1999 after leading the college through the process of regaining accreditation. He served as dean starting in 1995 and taught at UNT for 35 years.

Dr. Hays, a North Texas alumnus, concurrently chaired the UNT Department of Management and Decision Sciences and the Department of Administrative Sciences and Marketing from 1973 to 1976. He also served as associate dean of the business college for 14 years.

The Professorship was formally announced at a lunch on February 19, 2001, at the Petroleum Club in Ft. Worth. Mr. and Mrs. Baird brought together a large group of faculty, alumni, and board members for the event. In acknowledging the generous contributions of the Bairds, Lynn Johnson reminded everyone that the Professorship not only recognized Dr. Hays' service, but also represented the first endowed professorship established in the Department of Management.

## EXECUTIVE MBA PROGRAM

Our Department's faculty are supporting the College's efforts to establish an Executive MBA program. This program is our College's project to test market acceptance for a weekend, lock-stepped curriculum designed for managers with three to five years of experience. The Executive MBA program is organized as a partnership with Snelling & Snelling. The instruction is provided at the Snelling & Snelling facility at LBJ and Highway 75 in Dallas. Drs. Hays, Johnson, D'Souza, and Miles will be providing instruction during the Fall and Spring. We appreciate our faculty members literally going the extra mile to provide top notch instruction within our program.

Peter Drucker, the renowned management guru, notes that, if a company had to choose one competency, it should be innovation. Indeed, it has been argued that the ability to create and innovate are perhaps the only truly proprietary organizational competencies that can provide sustainable competitive advantage for an organization. Every other organizational competency is replicable and hence provides limited sustainable competitive advantage to an organization. We recognize the important roles that creativity and innovation play in the business model of a successful firm, and we are taking steps to prepare our students for it. In Spring 2002, Dr. Derrick D'Souza is offering a course entitled "Creative Thinking and the Business Model." The course is currently being offered to students in our Executive MBA program. This is the first of four integrative courses offered sequentially in our Executive MBA program, and it has three streams of focus. The first stream provides an overview of a firm's business model and explores the process of "creative destruction." It also delves into the roles of creativity and innovation as the engines for continuous renewal in an organization. The second stream introduces students to the innovation process, both at the individual and organizational levels. It also introduces the concepts of entrepreneurship and intrapreneurship to the students and incorporates the processes of identifying, appraising, and selecting business or market opportunities. The third stream in this course is an application module in which the students identify a viable entrepreneurial opportunity.

## KUDOS CORNER

Drs. Grant Miles and Lew Taylor were selected as the national co-chairs of the Strategy and Policy Division for the 2002 Decision Sciences Institute annual convention.

Dr. Dick White was promoted to Full Professor and also elected to the Journal of Operations Management Editorial Review Board.

Dr. Grant Miles was granted tenure and promoted to Associate Prof.

Dr. Michelle Dean was elected to serve on the Board of Governors for the Southern Management Association.

A research paper by Drs. Derrick D'Souza and Fred Williams, **Empirical Evidence of Performance Payoffs from Manufacturing Flexibility**, was presented at the 2001 national meeting of the Academy of Management in Washington, D.C.

Dr. Michelle Dean received the *Sage Best Paper Award* in the Research Methods Division of the Academy of Management's national and international meeting. Her paper, **Bootstrap Cross-validation Efficiencies in Personnel Selection**, was selected Best Paper in one of our most competitive divisions.

Professor Eileen Resnik led the work on the Azikiwe and COMESA (Common Market of Eastern and Southern Africa) project, which resulted in a \$375,000 training and development grant.

Dr. Vicki Goodwin's two research studies were accepted. Vicki's research article, **An Empirically Based Extension of the Transformational Leadership Construct**, was accepted for publication in the *Journal of Organizational Behavior*. Vicki's second research article, **The Linkages of Cognitive Processes, Stress Propensity, Affect, and Strain: Experimental Test of a Cognitive Model of the Stress Response**, was accepted for publication in *Personality and Individual Differences*.

Drs. Nancy Boyd Lillie's and Grant Miles' paper, **Does Type of Team Matter? An Investigation of the Relationships between Job Characteristics, Satisfaction, and Team Commitment within a Team-Based Environment**, will be presented at the national Academy of Management meeting.

Dr. Warren Watson's research paper, **Openness to Change: Some Implications for Wellness and Health**, was accepted to be presented at the Society of Behavioral Medicine Annual Conference.

Dr. Lew Taylor was appointed to the Editorial Board of *Decision Sciences Journal of Innovative Education*.

Dr. Michelle Dean received word that her research paper, **Prior Selection Causes Biased Estimates of Standardized Ethnic Group Differences: Simulation and Analysis**, has been accepted for publication in *Personnel Psychology*.

Dr. Anat BarNir presented her paper, **Generic Strategies, Process Digitization, and the Impact of Firm Age and Size**, at the 2001 National Meeting of the Decision Sciences Institute and received word that her research paper, **Strategic Orientation, Competition, and Internet Based Electronic Commerce**, has been accepted for presentation at the national meeting of the Academy of Management in August. She and Dr. Warren Watson also have the article, **The Effects of Human Capital, Organizational Demography, and Interpersonal Processes on Venture Partner Perceptions of Firm Success**, accepted for publication in the *Journal of Business Venturing*.

## DEPARTMENT STUDENT ASSOCIATIONS

**APICS/NAPM Joint Student Organization** - APICS is the American Production and Inventory Control Society, and NAPM is the National Association of Purchasing Management. For additional information, see: [www.coba.unt.edu/mgmt/apics\\_napm/index.htm](http://www.coba.unt.edu/mgmt/apics_napm/index.htm)

**SHRM** - SHRM is the Society for Human Resource Management. For additional information, see: <http://orgs.unt.edu/shrm/>

## HR PARTNERSHIP GROUP

The Human Resource Partnership Group (HRPG) is the Department's newest outreach program, designed with two objectives. First, as always, we wish to help our students and all our COBA majors into the corporate world. We want to be involved with practicing HR managers, thus giving our students greater opportunities. Second, we want to connect our Management Department's alumni in the Metroplex with an opportunity to network and stay current in the Department's activities and programs.

We are organizing three HRPG events for the year. Each event will focus on the following missions:

- to inform the attendees of events, activities, and/or opportunities occurring on campus,
- to provide an opportunity to review current human resource management topics,
- to receive current information on our undergraduate and graduate programs/students, and
- to build a network of professionals interested in UNT and the OBHR discipline.

We held our first HRPG event at CityPlace in August. Over 50 friends and alums, representing more than 30 organizations, attended. Our leading sponsor was the Murphy Enterprise Center; the 7-Eleven corporation, Southwestern Securities, and the Financial Services Center also provided support. Thanks to each of you! Our next event was held January 24 at EDS-Plano, with over 40 attendees. The meeting's topic focused on immigration issues and featured speakers from U.S. DOL/ETA, the American Immigration Lawyers Association, and EDS. Our third gathering is targeted for June--join us!

The Steering Committee is still being established, and we already have several members. If you would like to join or wish to get on our mailing list, e-mail Lynn Johnson at [johnsonL@unt.edu](mailto:johnsonL@unt.edu) or call (940)565-3140.

## SUMMER STUDY ABROAD

For the seventh year, the Department of Management conducted the Summer Study Abroad in Europe program. This program provides students the opportunity to study European culture and business practices while gaining course credit. During the summer of 2001, we expanded our program to cover both Summer I and II terms, thus allowing for a record number of students enrolled and a greater variety of business centers visited.

Dr. Don Powell led a group of 26 students through an intensive study program focused on business strategy/policy and international organizational problems/issues with stops in Dublin, Paris, Munich and Prague. These were new locations and experiences for our students and faculty. Lynn Johnson led a group of 15 students through a similar academic study program with stops in London, Paris, and Cardiff. Case studies using site visits are an important part of our program. During Summer Study Abroad, case studies students worked with Lloyds of London, The Body Shop, and Parliament. The Parliament visit engendered lectures focusing on the common currency debate.

Details for Summer Study Abroad for 2002 are now available. We hope to include Madrid in the program for next summer. Two courses, MGMT 4660 (International Management Perspectives) and BUSI 4940 (Business Policy) will be offered. For more information about the program, contact Dr. Don Powell at (940) 565-3153.

# 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 sponsors include Oracle and Smarte Solutions, along with Mailbox Capital Corporation 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 developing programs for 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, Eileen Curry Resnik, Associate Director, or Joan Ackerson, Executive Officer, at 940-565-2848, or visit the website at [www.murphycenter.unt.edu](http://www.murphycenter.unt.edu).



## Murphy Enterprise Center Accomplishments

It is our pleasure to bring you the highlights of the work of the Murphy Enterprise Center this year. We know you will be pleased and impressed with the quality and variety of accomplishments and programs offered to both students and the community. Our fundraising efforts are right on target, with \$402,276 in cash contributions to the Center either received or pledged this year. Cash contributions ranged from \$1,000 provided for funding of student scholarships to \$320,276 from the sale of Mail Box stock. In-kind contributions came in the form of services provided or stock given. Obviously, in these volatile times we can't begin to value the stock, and we've elected to list Smarte Solutions' contribution here instead of trying to guess the value at the time we liquidate it. The Murphy Center has always been focused on "Students First," and so we want to highlight our activities with students as our first topic.

During the calendar year 2001, there were 51 internships coordinated for Management and Entrepreneurship students through the Murphy Center. Of those, 28 were students with Entrepreneurship as their major. With the development of the Center, it became clear that this was a focus the Center should emphasize to assist the Department and to provide the best possible internship experience. Similarly, Eileen will be teaching a new course in the Fall of 2002 entitled Field Study in Entrepreneurship, and she will be working with students on specific problems of companies that are entrepreneurial in nature.

As of September 20, the Murphy Center now provides the first ever computer link to the Co-op office to assist Management and Entrepreneurship students in looking for jobs and/or internships. A designated computer in the Center is established for students to use to search the jobs listed through co-op. This tool saves students time by enabling them to stop by the Center, even between classes, to research what may be available and of interest.

Lew and Eileen have made a commitment this year and next year to provide entrepreneurship education through offering MGMT 3850 at the System Center. This course, along with others, will help students use opportunities provided through the Murphy Center.

## Murphy Enterprise Center Offers New Programs

Two new programs have been offered this fall through the Murphy Enterprise Center--**How to Ensure the Financial Success of Your Business and Arts Entrepreneurship: Music, Media, and Management.**

In Partnership with Creative Financial Professionals, an affiliate of Ackley Financial Group, free **brown-bag seminars** are provided to small business owners and entrepreneurs. Participants enjoy complimentary lunch and learn from experts in the field of insurance, accounting, the law and estate planning. The topics for these Business Financial Workshops are:

**A Business Owner's Approach to Investment Management (May 13)**

**A Business Owner's Approach to Executive Benefits and Estate Planning (May 10)**

**A Business Owner's Approach to Retirement Planning (May 17).**

Seminars will be held at the UNT System Center in Dallas from 12-1:30. Check "What's Happening" on the Murphy Center website [www.murphycenter.unt.edu/news.htm](http://www.murphycenter.unt.edu/news.htm) for more details and registration information.

Back by popular demand, **Peak Performance Solutions** is offering a second series for business owners. This two-part series features Social Style Awareness training. Benefits to attendees will include enhanced inter-office communication and learning to gear presentations to the communication style of the client. Seminar dates are March 1 and March 8.

The **Arts Entrepreneurship Program** at UNT was also introduced this fall. In a collaborative effort with the College of Music and Mayborn Graduate Institute for Journalism, the Murphy Enterprise Center hosted the first course in what will become a new degree program. Twenty participants had the opportunity to learn about development of a promotional plan for an arts event, entrepreneurship in the area of the arts, elements for critiquing performances, and music as a business. Students enrolled from each discipline and were instructed using a cross-disciplinary team of faculty members, including Dave Shrader, VP for Development and former Dean of the College of Music; Lew Taylor, Director of the Murphy Enterprise Center; Mitch Land, Director of the Mayborn Center; and Tom Clark, Associate Dean for Academic Affairs in the College of Music. This course will be repeated in the Fall of 2002, with an additional course, Music Entrepreneurship, charted for Summer 2002.

The Murphy Center has also been awarded a **State Department Grant** in cooperation with faculty in public administration, geography, journalism, and economics. The grant, totaling \$374,000, will bring highly placed governmental officials from the Azikiwe and COMESA organizations in Africa to study at UNT in the Summer of 2002. Participants will have both classroom instruction and internship opportunities while in Denton. Eileen Resnik, Associate Director of the Murphy Center, served as point person for the Department to secure this grant.

# SHIRLEY MURPHY ENTREPRENEUR CONTEST

## ***Entrepreneurs Vie for \$50,000 in Prize Money in 1st Shirley Murphy Entrepreneur Contest***

Some savvy entrepreneurs are going to win \$50,000 in seed money through the 1st Shirley Murphy Entrepreneur Contest, hosted by the Murphy Enterprise Center in the Department of Management. Three teams will be awarded cash prizes totaling \$50,000 in this one-of-a-kind contest for the entrepreneurial community.

Unlike many student contests, the Shirley Murphy Entrepreneur Contest allows students to team with people outside the university to create and develop successful business models. In this way, students are learning practical skills, creating a business, and launching their entrepreneurial futures.

In honor of Shirley Murphy, who was a UNT alumna and co-founder of The Mail Box, Inc. of Dallas, the statewide contest is the only one of its kind in Texas. It is also the only university-sponsored entrepreneur contest in the nation that allows people outside the university to compete.

Contest organizers invite individuals to develop innovative business ideas for viable new enterprises. Teams must create and present a business plan and prototype that will demonstrate how their proposed venture can succeed. The Center seeks to foster relationships with businesses by linking students with the entrepreneurial community. Through these relationships, the Murphy Enterprise Center, the UNT College of Business, and the entire UNT community will stand as a resource that will help drive the North Texas economy.

This contest helps students transition into the workforce in a way no other educational institution can. The contest rules require that at least one full-time undergraduate or graduate student from a university in the state of Texas must work on a competing team in a key management role and have a significant ownership position. Teams may include up to five members.

Teams have until 5 p.m., September 10, 2002 to complete their contest entries. After an initial review, a panel of venture capitalists and successful entrepreneurs affiliated with the Murphy Center will select a group of finalists for live presentations before the judges. For more information, contact Joan Ackerson at (940) 565-2848. Rules for the competition are available at [www.murphycenter.unt.edu](http://www.murphycenter.unt.edu).

## 2002 DISTINGUISHED VISITING SCHOLAR : February 22nd

### ***Dr. David L. Olson, James & H.K. Stuart Professor in MIS, University of Nebraska at Lincoln***

Dr. David L. Olson, this year's Raymond E. Miles Distinguished Scholar, will visit us on February 22, 2002. Dr. Olson's research includes chance constrained programming and computer decision support, as well as multiple objective decision making. He has been published in such journals as *Decision Sciences*, *European Journal of Operational Research*, and *Organizational Behavior and Human Decision Processes*, and has authored or co-authored books on decision support and expert systems and management science. He has also supervised dissertations in multiple objective programming, in aiding bidding decisions, and in multiple objective group decision support systems.

## DEPARTMENT OF MANAGEMENT STAFF

**Joan Ackerson** - Joan joined the Murphy Enterprise Center team in January, 2001, as the Executive Officer. She comes to the Center from the COBA Student Services Office, where she was the Administrative Services Officer for six and a half years. She began working for UNT in 1989. Joan attended Oklahoma State University, and she and her family spent 23 years prior to moving to Denton living throughout the U.S., while her husband served in the Air Force.

**Virginia Jones** - Lead Assistant. Recently promoted to Administrative Services Officer, she has been employed by the University for 10 years and by the Department for seven years. She has a B.S. in Business from the University of Maryland.

**Sarah Cunagin** - Office Manager. She comes to the Department from the Center for Distributed Learning, where she edited and developed Web pages. She holds a B.A. in English Literature/Creative Writing from Agnes Scott College in Decatur, Georgia, and is currently working toward a Master of Library Science here at UNT.

**Courtney Getum** - Undergraduate Advisor. He is a senior at UNT majoring in Business Computer Information Systems. He was a member of Student Government for two years and joined the Department of Management staff in 1997. He enjoys working on his websites and mentoring at a juvenile facility. He plans to complete his degree in BCIS and get a Master's degree in Finance.

**Mary Carel**, Clerical Assistant, is a Senior majoring in Communication Design. She transferred to UNT last year from Carl Sandburg College in Illinois, where she received an Associate in Arts degree.

**Sherita Coffelt**, Clerical Assistant, is originally from Jacksboro, Texas but has lived in the DFW Metroplex since 1994. She graduated from South Grand Prairie High School in 2000 and is now a sophomore at UNT, majoring in Journalism with a concentration in Public Relations. She plans to attend Law School upon graduation.

**Sarah Stegman**, Clerical Assistant, is a 2001 Honors Graduate of Pittsburg High School in Pittsburg, Texas. She is a transfer freshman at UNT, majoring in Biology, with a concentration in Pre-Physical Therapy. Upon graduation from UNT, she plans to attend Southwest Texas State University in San Marcos, Texas, to obtain her Master's degree in Physical Therapy.

## DEPARTMENT OF MANAGEMENT Ph.D. CANDIDATES

- Banu Goktan - Her area of specialization in our Ph.D. program is Management. She received her Master's degree in Management and Organization at Dokuz Eylul University. Her work experience includes Akzo Nobel/Human Resources Department.
- Arun Madapusi - He is currently pursuing a Ph.D. in Production & Operations Management. He received his MBA at the University of Texas at El Paso and his BS at the Manipal Institute of Technology (India). He also has 10 years of work experience in biotechnology/medical electronics, banking, and information technology.
- Greg Olsen - He received his Master of Science in Management with a concentration in Human Resources from Texas A&M. He also interned with Raytheon Systems as an HR generalist.
- Pamela Rogers - She received her Master of Science degree in Computer Education and Cognitive Systems from UNT. She is currently pursuing a Ph.D. in Operations Management and Statistics. Her work experience includes Web development, inventory control, and accounts payable.

## DEPARTMENT OF MANAGEMENT Ph.D. ALUMNI

**Stephen C. Jones**, Grad. Dec. '98 - Dr. Jones' dissertation was *Predicting Small Business Executives' Intentions to Comply with the Americans with Disabilities Act of 1990, Using Theories of Reasoned Action and Planned Behavior and the Concept of Offender Empathy*. He is currently an Associate Professor at the College of the Ozarks.

**Daniel Glaser-Segura**, Grad. Dec. '98 - Dr. Glaser-Segura's dissertation was *The Influence of Interorganizational Trust, Individualism and Collectivism, and Superordinate Goal of JIT/TQM on Interorganizational Cooperation: An Exploratory Analysis of Institutions in Mexico*. He is currently an Adjunct Professor at Our Lady of the Lake University.

**Bradley Mayer**, Grad. Dec. '96 - Dr. Mayer's dissertation was *Cognitive Complexity in Group Performance and Satisfaction*. He is currently an Assistant Professor at Lamar University.

**Carol C. Dean**, Grad. May '93 - Dr. Dean's dissertation was *Corporate Entrepreneurship: Strategic and Structural Correlates and Impact on the Global Presence of United States Firms*. She is currently an Adjunct at the University of Texas--Austin.

**Frances (Jane) Stanford**, Grad. Dec '92 - Dr. Stanford's dissertation was *Measuring the Implementation of Employee Involvement in the Maquilador Industry: A Matched Pairs Analysis of the U.S. Parent Companies and their Mexican Subsidiaries*. She is currently an Associate Professor, Chair at Texas A&M-Kingsville.

**Anita Jose**, Grad. Aug '96 - Dr. Jose's dissertation was *Institutionalization of Ethics: A Cross-Cultural Perspective*. She is currently an Assistant Professor at Hood College of Maryland.

## DEPARTMENT'S INVOLVEMENT WITH UNT'S SYSTEM CENTER

UNT's System Center continues to grow, and our Department continues to support that growth by providing a major portion of the General Business degree plan curriculum. Each term, at least one of our full-time faculty members and several adjuncts supply instruction for General Business, the only B.B.A. professional field offered at the System Center. Last fall, Lew Taylor taught our core Organizational Behavior course, as well as our Entrepreneurship course. During the spring term, Warren Watson and Lynn Johnson are providing instruction at the Center along with our adjunct team, which consists of Nicole Roberson and Bennie Smith.

Nicole Roberson is currently working on her Ph.D. in Organizational Leadership and is teaching Organizational Behavior at the System Center this Spring. She has taught for the UNT System Center since January of 2000.

Bennie Smith is an entrepreneur who owns Longistics of Texas at the Alliance airport and is currently teaching Communication in Business and Business Ethics and Social Responsibility at the System Center.

## FACULTY PROFILES

**Dr. Anat BarNir** is an Assistant Professor specializing in entrepreneurship and strategic management. Dr. BarNir joined the Department of Management in 1998, after receiving her Ph.D. in Business Administration from Syracuse University (major: Strategic Management). She received the MA and BA degrees from Tel-Aviv University. Dr. BarNir's teaching interests include strategic management, entrepreneurship, and international management. For the past three years, Dr. BarNir has taught the capstone Business Policy course. She has recently developed a new course on electronic-commerce for management students, and is now also teaching the e-Management course.



Dr. BarNir's research interests are in the areas of entrepreneurship and business strategy. Her current research efforts focus on the study of entrepreneurial management teams, managerial social capital, strategic alliances, and electronic commerce. Dr. BarNir's research has been published in *The Journal of Business Ethics*, *Journal of Small Business Management*, *Journal of Business Venturing and Information and Management*. She has presented numerous papers at the national conferences of the Academy of Management and Decision Sciences Institute.

Dr. BarNir is involved in many professional activities. She is a member of the Academy of Management (AOM), Decision Sciences Institute (DSI), Strategic Management Society (SMS), and U.S. Association for Small Business and Entrepreneurship (USASBE). She is currently an officer with the Entrepreneurship division of AOM, and serves in various functions at UNT, both at the university and department levels. Dr. BarNir is presently the Program Director for the Entrepreneurship and Strategic Management professional field. In her spare time, Dr. BarNir enjoys reading, music, movies, and spending time with her dogs.

**Dr. Grant Miles** is an Associate Professor in the Department of Management. Dr. Miles received his Ph.D. from Pennsylvania State University and his B.A. from the University of California at Davis. He teaches courses in organization theory and design, as well as in strategic management and business integration, and has received the Outstanding Teacher Award from the Council of Business Students. Dr. Miles is co-coordinator of the College of Business Integrated Case Competition and served for the past two years as the Program Director for the Entrepreneurship and Strategic Management group.



Dr. Miles' research interests are broadly linked around organizational adaptation and the role of knowledge and learning in this process. He approached this at a broad level with studies of industry variety and evolution, strategic alliances, and new organizational forms, as well as at a more detailed level with studies on leadership, social networks within organizations, and the use of temporary and contract labor.

Dr. Miles' research has been published in the top academic outlets, including *The Strategic Management Journal* and *The Academy of Management Journal of Business Venturing*. His work has also appeared in publications, such as *California Management Review* and *The Academy of Management Executive*, that seek to make academic work more accessible to practicing managers. Dr. Miles is a regular presenter at national and international meetings, including the Academy of Management and the Strategic Management Society, and has been an invited speaker at the University of Colorado, York University in Toronto, and Koc University in Istanbul.

In addition to his teaching and research, Dr. Miles also enjoys interacting with a variety of business firms through consulting and development programs. He lives in Denton with his wife, Evelyn Pitre, who teaches part time for the department, and their three children: Nathaniel (9), Anthony (8) and Sarah (6).

**Dr. Derrick E. D'Souza** is an Associate Professor of Management in the Department of Management. He received his Ph.D. in Strategic Management from Georgia State University, Atlanta, Georgia. He received an MBA (operations and marketing) from the Indian Institute of Management, Bangalore, India, and a B.Tech degree in Chemical Engineering from the Indian Institute of Technology, Kanpur, India.



Dr. D'Souza has been with the Department for 12 years. He has taught courses in business integration, strategic management, international business, and operations management.

Dr. D'Souza has been instrumental in redesigning the undergraduate capstone course (BUSI 4940), which offers our graduating seniors the opportunity to integrate core concepts learned during their undergraduate program.

Prior to entering academia, Dr. D'Souza spent several years as a Business consultant. He has traveled on business to Hong Kong, Singapore, Thailand and the Philippines. Dr. D'Souza has successfully completed over 50 corporate consulting projects ranging from new project identification studies, market feasibility studies, techno-economic feasibility studies, asset revaluation studies, and identifying sources of technology and collaborative agreements for his clients. Over the past twelve years, Dr. D'Souza has been associated with over 100 strategic projects undertaken for corporations in the Dallas-Ft. Worth area.

Dr. D'Souza has received several research and teaching awards. His research interests include the content of business level strategy, international business operations, and manufacturing strategy. His articles have appeared in the *Journal of Operations Management*, *Production and Operations Management*, *Entrepreneurship Theory and Practice*, and *The Journal of Managerial Issues*, among others. In addition, he has published numerous papers at conferences organized by the Academy of Management, the Strategic Management Society, and the Southern Management Association. In 2000, Dr. D'Souza co-authored a textbook on business integration entitled *A Toolbook for Strategic Business Integration* (2000). He currently researches in the areas of manufacturing flexibility and seamless scalability, innovation and business integration.

## INFORMATION SHEET

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