

FALL 2002



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# MSHROD Newsletter

## NOTES FROM THE PROGRAM CO-DIRECTORS DR. FRAYA WAGNER-MARSH, SPHR & DR. JEAN MC ENERY

Hello! We would like to extend a warm welcome to new and continuing MSHROD students. Coincidentally, I have been thinking and talking about development on multiple levels. I am teaching Practicum for the first time this Fall and it has been intriguing for me to talk to students, close to completing a masters', about development. One theme I hear loud and clear is a commitment to continued growth and development. Although it is a challenge to measure how the educational process changes students, one theme is a strong interest in improving lives and careers (or are they getting masters because that attitude was already there?) Faculty certainly love to hear this approach because it is effective on many levels. In the current economy, the most successful professionals will likely be those who will take charge of their own development and commit to continuous learning and development. I would like to take a moment and consider implications beyond the career.

I recently lost my father and I've been thinking about his life and his impact on my life. He presented the best model for development that I know. When he came back from World War II, he learned how to become a building contractor by researching in the library. As a child, I hardly remember him without a book or magazine in his hands. He talked about never being bored because there was always something new to learn. After building for several years, he opened a successful hardware store that is still operating. At 40, he learned to sail and race competitively. He became the Commodore of the local Boat Club because he felt their management could be improved. He insisted that his children acquire an education and provided the support to assure that they did. When he retired, he focused seriously on new avocations of fine furniture building, stained glass, and wood carving. He took many courses at the local community college on varied topics.

He would never talk about what he accomplished because he always seemed to be working on something new. I found out, after his death, that he did very well in the stock market because of his constant research and reading (even in the last few years, which his approach was more successful than mine!) In the last decade, he was the designated driver for several retired professionals who would go to a weekly meeting of Senior Fellowship and listen to guest speakers on various topics. He picked out his van based on accessibility-although the group would joke that your seat assignment was a measure of your health. The healthiest had to climb in the back.

I treasure the legacy of his beautiful work, but more than I can say I value what his life taught me about constant development and challenge. The results of our development are with us in the way we live and think-so ingrained and habitual that we may not fully appreciate how much our lives have changed because of what we know and do. This is a very indirect way of saying that I know how hectic and stressful life can be in an academic environment. But the long term rewards are immeasurable and extend beyond merely being provided with a career and a livelihood. If we listen and respond, the learning process itself can teach us to live a full and satisfied life.

The conversation on development is continued inside with perceptions of the Practicum students regarding development.

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## ANNOUNCEMENTS

Watch for the date of the **Winter Speaker Event** sponsored jointly by SHRM and the MSHROD program.

If you are new to the program, please make an appointment with Dr. Fraya Wagner-Marsh (fraya.wagner@emich.edu or 734-487-3240) to review your program plan to make sure you are taking the maximum advantage of the course schedule and not wasting time. There are also new Foundation requirements that may mean you have to take fewer courses. So please check!

### **Practicum meeting for students taking the course Winter, 2003**

All students who are planning to take MGMT 688 in Winter 2003 are invited to an orientation on **Tuesday, November 12 in the College of Business Dean's Conference Room (Room 472) from 5:00 to 6:00 pm.** Requirements for completing practicum will be discussed. Students are encouraged to attend this session to learn how to identify and select a client for their individual practicum project.

If you are planning to register for the course, but you are unable to attend the meeting, please contact Dr. Mary Vielhaber at mary.vielhaber@emich.edu or call 487-2468.

### **Certification in Human Resources Management.**

Human Resource Certification is the symbol of professional achievement. Beyond experience and education, the PHR or SPHR designation signifies that you have mastered the HR body of knowledge. The Human Resource Certification Institute (HRCI®) maintains the nationally recognized standards set by individuals working in the profession. Certification exams are administered two times per year in major cities around the United States. There are currently over 40,000 certified HR professionals. For more details on certification check out the SHRM website: [www.shrm.org](http://www.shrm.org). Did you know that students could also take the certification exam? If you are within one year of graduation or if you have graduated within the last year, you can sit for the HRCI exam as a student for \$100. You then will have five years to get the two years of HR-related exempt experience that you need to become a PHR, Professional in Human Resources. The MSHROD Development fund has purchased study materials that can be checked out by our students. If you need more information, contact Fraya Wagner-Marsh, SPHR at [fraya.wagner@emich.edu](mailto:fraya.wagner@emich.edu).

**MSHROD Website Address.** The MSHROD web address is now active. Please add this to your "favorites" list: [www.mshrod.emich.edu](http://www.mshrod.emich.edu)

### **Would you like to receive your newsletter on the website?**

If you would prefer getting your newsletter on the web site, we can let you know with an e-mail when the newsletter is posted. Send us an e-mail that would be the address where you would want the newsletter to go and we will start notifying you for the Fall, 2002 newsletter (Jean.McEnery@emich.edu). You will not receive a hard copy of the newsletter if you opt for this alternative.

### **Attention All Alums – New MSHROD Alumni Group**

There is a group of alums that are beginning to work on forming a MSHROD Alumni Association. If you are interested in getting involved in helping, please email me at [fraya.wagner@emich.edu](mailto:fraya.wagner@emich.edu) or call me at 734-487-3240.

**For program questions, issues, and discussion**, feel free to contact Dr. Fraya Wagner-Marsh at (734) 487-3240 or Dr. Jean McEnery at (734) 487-0224.

### **Perceptions of Practicum Students about Personal Development**

I know that personal development is important to me in my personal life and professional career. Setting goals for myself gives me direction in my life, and I feel enthusiastic about doing new things in the future. I am an active member in the EMU SHRM student chapter as the Program Director and Mentoring Program Director. In addition, I am a GA for the Assistant VP for Academic Affairs Office (Academic HR). This work experience allows me to learn from the situations I am introduced to in the workplace. Finally, I take continuing education classes that will benefit me in acquiring new life skills. The best kind of development for me is when I have a choice in what I want to learn and how I want to spend my time. A pivotal situation was when I decided to study abroad in Mexico. I knew I had to go while I had the time and resources. I wanted to continue improving my Spanish skills even though I do not need the credits for my graduate degree. The experience was a personal decision to try a new experience and to continue learning. **Annie Brock**

Personal development is important because it also encompasses professional development. For me to develop personally, I have to recognize what is important to me. Setting goals helps in determining professional and personal development. Without goals, there is no point in developing. Each step you take in getting towards that specific goal helps in achieving personal and professional success. **Jennifer Demaine**

Personal development is something I always strive for because in doing so I am becoming more than I was. I am a tenth grade dropout who had no ambition to be anything other than what I was. This is no longer satisfactory to me. One of the best ways I have found to develop is by being a member of Toastmasters. Being in Toastmasters helps me in that by teaching my fellow club members I teach myself. This helps me every time I do research and when doing speeches. **Carl Ebach**

My own personal development is important to me because I feel that it is necessary to continually upgrade my skills so that I do not become obsolete in the professional workforce. Beyond pursuing my Master's degree, I try to get involved with as many developmental opportunities as my schedule allows. Some of these activities include reading books, attending seminars, involvement with GAASHRM and AAHTHRA, and getting involved with a variety of different projects at work. The kind of development that works best for me is typically hands-on. In other words, the actual experiences I gain through the projects I am involved with on the job seem to provide the best opportunity for growth and development. Some of the projects that I believe have been pivotal for my development include my involvement with integration and M & A activities at my company and my work overhauling the performance evaluation system with my employer. **Diane Dorazio**

## **Focus on Faculty**

**John Waltman** has participated in four leadership seminars sponsored by Linkage, Inc. He also received the Leadership Development Professional Certificate in July. This activity was sponsored by faculty development funds from the Cooper Leadership Chair.

**Jean McEnery** presented at the national meeting of the American Association of Higher Education on the politics of assessment, June 2002, Boston, MA. An extension of this work has been published on NetResults, a journal online for senior Student Affairs' officers and administrators ([www.naspa.org/netresults/index.cfm](http://www.naspa.org/netresults/index.cfm)).

**Greg Huszczo** has worked on a variety of consulting projects including teambuilding within a fire department (where he had to serve two shifts as a fireman as a part of the contract), dialogues with 20 ministers to help develop action plans to deal with the conflict over sexual orientation, conflict between three departments in a large hospital system, and executive coaching in a large plant preparing for a big increase in volume and the need for a "culture change." He is serving as "Senior Consultant for the Centers for Corporate Training" at EMU. He also received the Teaching Excellence award from the EMU Alumni Association. He has been elected to serve as the President of the Michigan Association of Industrial/Organizational Psychologists this year.

**Stu Tubbs** was a guest lecturer on Leadership at Aristotle University in Thessaloniki, Greece. He also participated in a press conference for the launching of the new MBA program at the American University of Thessaloniki in June. Stu recently published books entitled Leadership: Communication, Innovation and Change, New York: Primus Division of McGraw-Hill, 2002 and Human Communication: Principles and Contexts (9th ed). (Co-authored with Sylvia Moss), New York: McGraw-Hill, 2003. During the summer term, Stu taught a new course, MGMT 592 Special Topics: Negotiation and Influence Strategies.

**Ray Hill** has an article on teaching Chinese culture in MBA programs accepted for presentation and publication at the Academy of Business Administration's Global Trends Conference in Costa Rica in December, 2002. He also gave a speech to the faculty and students at Wuhan University in China on American management practices. They asked some very informed questions and it is clear they are seriously studying our literature, including the OB/HR.

**Lisa Barley** delivered "Lessons Learned from Business Breakaway: An Alternative Winter Break Experience" at the Teaching and Learning Showcase on April 12, sponsored by the Faculty Center for Instructional Excellence at EMU. She also received the Holman Learning Center "Outstanding Faculty in Classroom Instruction—Beyond the Call of Duty Award" for this program which was presented at the second annual Faculty and Tutor Appreciation Day. This award included a \$750.00 stipend for a workshop that Lisa used this past summer at the Omega Institute in New York. Carolyn Sutton, one of her Management 202 students during the Winter term 2002 was a finalist (placed fifth out of 31 entries) in the ABC Student Case study writing contest under the direction of Nancy Schullery, Chair, Association of Business Communication.

**Fraya Wagner-Marsh, SPHR** made a presentation on July 24 to the Greater Detroit Chapter of the National Association of African Americans in Human Resources on "What CEOs Want from HR." She also attended the national SHRM conference in Philadelphia in June and the Michigan SHRM conference in Kalamazoo in October. Fraya is serving on the HR Committee for the Women's Economic Club and the National College Relations Committee for national SHRM. She will be attending a SHRM Leadership Conference in Washington, D.C. in November and will be the new SHRM State Director for the state of Michigan starting in January.

## **News from MSHROD, Graduate Certificate Students and Alums**

**Dick Merchant** (MSOD/MBA grad, 1983) has retired from Ford Motor Company and is currently Business Manager for Delta Systems. Dick and Renee Merchant (MSOD, 1983) are collaborating with Track Time Performance Driving Schools to offer team building programs that include proven team building techniques and hands-on Pit Challenge experiences.

**Molly Shelton**, MSHROD student graduating this December, is the president-elect of the Greater Ann Arbor SHRM chapter and was also appointed College Relations Director for the Michigan Council for SHRM. Molly was on the the Mentoring, Membership, and Program Committees. When she began her masters', she also joined the student chapter at EMU. At EMU, she has served as Program Director, President, and past President. Molly feels that these activities have provided her with leadership and project management skills. She also has had the opportunity to do a great deal of networking that has enhanced her career.

## **Welcome to new MSHROD and Graduate Certificate in HR Students**

Jennifer Berg is a Corporate Benefits Administrator for United Road Services and graduated from EMU with a degree in Psychology.

Doug Bunce, is currently working for Sears and graduated from EMU with a degree in Psychology.

Indrawati Goenawan graduated from Simon Fraser University in Canada with a degree in Psychology.

Prussia Hall graduated from EMU in Marketing.

Beth McQueenis a HR Generalist with Acro Service Corporation and graduated from the University of Michigan, Ann Arbor.

Thomas Moore graduated from EMU with a degree in psychology and he is a Graduate Assistant in the Management Department

Jane Ritter is an Administrative/HR Assistant at the University of Michigan and graduated from EMU with a BBA.

Cindy Sanders graduated from Sienna Heights with a degree in business.

Fikisha Sills graduated from EMU with a degree in Management.

Matthew Skrocki graduated from Concordia College with a Bachelors of Arts in Business and is a graduate assistant in the COB Graduate Advising Office.

Jane Stephenson is the President of J.P. Consulting, Inc. and graduated from Central Michigan University in Psychology.

Karen Szkutnik graduated with a Bachelors of Science from the University of Toledo.

Jean Thecla, who is from St. Lucia, is an Office Manager/Payroll Supervisor for EMU Catering and she graduated from EMU.

Bhavya Tummala graduated with a Masters Degree in Sociology from Central University of Hyberdad in India.

Erin Willis graduated with a Bachelors of Science from Grand Valley State University and is an Administrative Assistant for University of Michigan Health Systems.

Erik Yocum is an IT Manager at Wayne State University and graduated from EMU with a Bachelor of Science in Political Science.

Ryan Camps is an account representative with Accountex and graduated from Central Michigan University with a BS degree.

Jennifer Karteczka is an Administrator with Inspec, Inc. and graduated from the University of Michigan.

Jennifer Manchester is senior counsel for Comshare, Inc. She graduated from Michigan State University with an undergraduate degree in Finance and a Juris Doctorate.

Kelly Murphy-Elliott graduated from the University of Windsor with a Bachelors of Art Degree.

Rebecca Rangel-Mullin is a Business Manager at the University of Michigan and graduated from EMU with a Bachelor of Science.

## **Sabbatical: A Year of Learning**

**By Mary Vielhaber**

Having the opportunity to take a year off from full-time teaching with a sabbatical is a wonderful gift. My main focus this past year was learning more about the outcomes of executive coaching. I completed in-depth interviews with twelve women who have had executive coaches to learn what they believed were the outcomes of coaching. All of the women talked about changes in their lives and careers that coaching had influenced. These changes included promotions to senior level positions, new jobs and in two cases, even new careers. The presence of a neutral coach, one that was external to the organization, was key in working through the issues that each woman struggled with on the job and in identifying goals and taking risks to achieve those goals. Currently, I am completing the research article summarizing my findings.

I also had the opportunity to provide executive coaching for a several senior level executives during the past year. Working individually with a person is a very rewarding experience. The rewards come from the progress the person makes in reaching his or her goals. As a coach, I learned that balancing challenge and support is key to a successful coaching relationship.

In addition to completing the executive coach research, I polished a case study that I have used in MGMT 648 classes and submitted it for inclusion in a textbook. The case, which is titled, “The Expert Facilitator” will be published in *Case Studies for Organizational Communication: Understanding Communication Processes*.

While I had the time off, I also took several courses and workshops. One course, in particular, gave me the opportunity to explore leadership assessment. The course, sponsored by Management Research Group in Portland, Maine, teaches people to administer and interpret the Leadership Effectiveness Analysis – a comprehensive assessment of 22 behavioral characteristics of leaders.

Finally, while on sabbatical, I developed and taught a new one-week course for graduate students last summer in Traverse City. The course, “Strategies for Managing Employee Performance” was based on the reading I had done in performance management and executive coaching. I really enjoyed teaching this class and I was impressed how committed students were in this shortened format. Teaching a graduate class in the summer was also a great way to make my transition back to teaching full-time.

## **Practicum Projects Provide HR/OD Consulting Skills to the Community**

This year's Practicum (Mgt 688) students are very busy completing independent projects for local organizations. Each student completes a consulting project designed to increase organizational effectiveness through Human Resources and/or Organizational Development strategies. This year's projects include:

**Patricia Jablonski** is doing her practicum project for The Gale Group in Farmington Hills, Michigan. The project objectives are to evaluate the current measures and establish standards/metrics in the areas of customer service provided by their Human Resources departments across the United States.

**Sue Gerten's** project will consist of working with Gibson School, an independent school for gifted children located in Redford, MI, in developing employee evaluations as well as a comprehensive faculty/administrative staff handbook.

**Annie Brock** will identify the most important knowledge, skills, and abilities (KSAs) required for the undergraduate, graduate, and professional Eastern Michigan University Housing staff by focusing on the responsibilities of each position. She will develop KSA- based performance evaluation forms for the undergraduate staff, as well as feedback forms for Housing Services student staff to use for their supervisors.

**Molly Shelton** is designing and delivering a presentation on flexible schedules sponsored by the Washtenaw Work/Life Consortium to representatives of organizations. This is a "train the trainer" approach by which the attendees will be able to use the materials to train employees at their own organization.

**Jennifer Demaine** is developing a performance management plan for Knoll.

**Diane Dorazio** is working with MTS Systems Corporation to develop a Meeting Management training program. The training program will be delivered to all middle to senior level managers at MTS Systems in Ann Arbor, Michigan. The goal of this project is to increase the effectiveness of company meetings and provide MTS managers with tools for leading productive meetings. MTS Systems senior management will use the training program to initiate an internal practice change at this facility.

**Carl Ebach** will be working with Huron Valley Child Guidance Clinic with the Child and Adolescent Assessment Scale (CAFAS) program to train staff about quality control.

### **Looking For A Very Worthwhile Tax Deduction? What About The MSHROD Development Fund?**

If you are looking for a very worthwhile tax deduction before the end of the year, please consider a donation to the MSHROD Development Fund. The money that we receive is used to help sponsor student and alumni events such as the new student orientation, the practicum orientation, and the annual alumni speaker event. The money is also used to support the MSHROD newsletter and the annual MSHROD student award. These events and activities help us attract students and help alums stay in touch. Any amount is welcome! Just make a check out to MSHROD Development Fund and mail to Dr. Fraya Wagner-Marsh, SPHR, Eastern Michigan University, College of Business, Management Department, 300 W. Michigan Avenue, Room 466, Ypsilanti, MI 48197. You can also make donations on-line by going to [www.emich.edu](http://www.emich.edu) and clicking on Foundation. Be sure to designate the MSHROD Development Fund. Thanks!

## Schedule of Upcoming Classes

**Core Courses: Student must complete 18 hours**      **Elective Courses: Student must complete 12 hours**

MGMT 602-Theory and Techniques of OD  
Offered: Fall

MGMT 615-Organizational Design and Strategy  
Offered: Winter, odd years

MGMT 605-Organizational Theory and Behavior  
Offered: Fall, Winter, and Spring  
Offered: Fall, Livonia Campus

MGMT 618-Staffing  
Offered: Winter, even years  
Offered: Spring, Livonia Campus

MGMT 609-Human Resource Management  
Offered: Fall and Spring  
Offered: Winter, Livonia Campus

MGMT 620-Compensation  
Offered: Fall  
Offered: Winter, Livonia Campus

MGMT 610-Diagnostic and Quantitative Methods  
Offered: Winter

MGMT 625-Management in Unionized Settings  
Offered: Spring, even years

MGMT- 628-Human Resource Development  
Offered: Fall, Livonia Campus  
Offered: Winter

MGMT 638-Continuous Improvement Teams  
Offered: Winter

MGMT 688-Practicum  
Offered: Winter and Fall  
Prerequisites: All core course and 2 Electives

MGMT 648-Communication and OD  
Offered: Fall

MGMT 696-Management Strategy and Policy  
Offered: Fall, Winter and Spring

### Revisions/additions:

Spring, 2003- Mgt 625 will not be offered

Mgt 681 (Benefits), a new course, will be offered

Summer, 2003-Mgt 592 (Negotiation & Influence Strategies) will be offered

Mgt 681 (Current Issues in HR) will be offered in Livonia

Fall, 2003- Mgt 681 (Management Skills) will be offered

Mgt 688 (Practicum) will be offered

**ONLY TWO SPECIAL TOPICS COURSES CAN BE APPROVED AS ELECTIVES.**



MSTROD Newsletter

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Eastern Michigan University  
College of Business  
Department of Management  
Ypsilanti, MI 48197

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**Editors: Dr. Fraya Wagner-Marsh, SPHR, Dr. Jean McEnery and Desiree Penn**

**If you have any interesting news to share, please email Desiree Penn at [miss\\_penn@hotmail.com](mailto:miss_penn@hotmail.com)**

## **Looking for Electives for Winter 2003?**

### **MGMT 696 Management Strategies**

Wednesday (Wong) or Thursday (Ettington) evenings or alternating Saturdays at Livonia Center (Chowdhury)

### **MGMT 638 Continuous Improvement Teams**

Tuesday evenings (Huszczco)

### **MGMT 615 Organizational Design and Strategy**

Wednesday evenings (Newell)

### **MGMT 620 Compensation**

Alternating Saturdays at Livonia (Schulz)

Other electives can be approved, just email ([fraya.wagner@emich.edu](mailto:fraya.wagner@emich.edu)) or phone 734-487-3240:

### **MGMT 681 Special Topics: Negotiation and Influence Strategies**

Wednesday evenings (Tubbs)

### **MGMT 550 International Management**

Monday evenings (Victor)

### **MGMT 576 Corporate Social Responsibility and Ethics**

Monday evenings (Waltman)

### **MGMT 592 New Venture Creation**

On-line (Newell)

## **SAP Enterprise Application System**

**By: Dr. Eric Schulz**

This summer the College of Business joined an alliance of other Business Colleges around the nation utilizing the SAP enterprise application system. SAP software permits end users to quickly access data from numerous applications across an organization and integrate that information for data analysis. Enterprise applications that can be accessed with the SAP software include human resource management, finance, accounting, materials management, inventory control, and production. The strength of the SAP software is it permits more integrated decision making across business lines for end users because all applications of the organizations can be accessed.

To support the College's use of the SAP software, this summer a cohort of seven Eastern Michigan College of Business faculty attended the week long SAP 101 training course in Boston and Chico, California. Dr. Eric Schulz represented the Department of Management. The purpose of the training was to introduce the faculty to the various applications of the SAP software, introduce faculty to other faculty members from across the country utilizing SAP, learn navigation skills surrounding the use of the SAP software, and perform exercises utilizing the SAP software that were specific to each faculty member's discipline. Faculty attending the SAP training represented each functional area of the College of Business. The ultimate objective of the College with respect to SAP is to create an introductory course in the CIS Department for all majors that will then be used as a basis for future courses that are specific to each department of the College. Currently, Dr. Schulz is utilizing SAP for outside credit opportunities in his Compensation Administration course. In the future, it is anticipated that SAP will be utilized as a full part of this class.

## **Welcoming New Faculty**

**Diana J. Wong** is an assistant professor in strategic management. She arrived at Eastern Michigan University after spending four years at Bowling Green State University teaching strategy and organization development and change. Diana's career experience also includes strategy and organization change consulting with a number of organizations in health care, automotive, and economic development. Her areas of research interests include strategic alliances, post-merger and acquisition integration, change management related to strategy implementation, and international management of global strategies. While originally from Vancouver, Canada, Diana's work and travels have taken her to Papua New Guinea, Lebanon, Australia, China, India, Europe, and various countries in the Caribbean. In addition to teaching and research, Diana also enjoys time with her family and extended clan.

## **Congratulations to Management Faculty Winning EMU Internal Research Awards**

Congratulations to Management Department Faculty that have received EMU Internal Research Awards: Dr. Crissie Frye was awarded one of the New Faculty Research Awards at EMU. She will be conducting research on A Meta-analytic View of the Effect of Personality and Structural Variables on Job Satisfaction. Dr. Sanjib Chowdhury was awarded one of the Faculty Research Fellows. He will be conducting research on Measuring Customer Induced Uncertainty and examining Contingent Management Techniques. Dr. Eric Schulz was awarded one of the Spring/Summer Research Awards. He will be conducting research on Pay Administration Practices and Firm Performance. Dr. Denise Tanguay was awarded a one-semester sabbatical leave and will be conducting research on Characteristics of Merit Pay Plans in Higher Education: A Survey.