

FALL 2004

NOTES FROM THE PROGRAM CO-DIRECTORS

DR. FRAYA WAGNER-MARSH, SPHR & DR. ERIC SCHULZ

 College of Business
Department of Management



This summer while I attended the Academy of Management Conference in New Orleans, I had the opportunity to speak with a friend of mine who is a Human Resource Manager for a large aerospace firm in California. I asked him to describe typical tasks for him and he responded by saying “Do you mean last week, this week, or next week?” His answer reflects a change in the way work is increasingly being done not only for our MSHROD graduates. For decades, human resource management practices such as performance evaluation, staffing, training and compensation all have focused on the “job”. In recent years, the work paradigm has significantly shifted from an industrial engineering model centered on a stable and unambiguous job to a more organic, team based model.

The field of human resources management can no longer base its practices solely on the traditional job and still support the needs of either organizations or employees. Business systems must adapt to this more organically based structure and all of us associated with the MSHROD program have a great opportunity to support this adoption. As consultants, practitioners and academics we have a role to play in business success. If the challenge for line management is to manage risk, our job is to help them do that. Organization development and human resource management systems fail when they are not aligned with business needs. Line management is on the front line. They innovate and experiment because they have no choice. Our role in the MSHROD program is to take the broader view, to understand and assist with the wider context of human resource management approaches. We do this by understanding what has worked or not worked in a wide variety of situations, and by developing models that help guide practice. In short, we define the risk and we ensure the orchestration of human resource processes as the driver of success. The future for MSHROD graduates is exciting. Our profession must continue to incorporate performance management as a core capability because *performance matters*. With performance measures in hand, and an understanding of business needs, there is no limit of the contributions we can make to business.

Dr. Eric Schulz
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Co-Director

FALL 2004

MSHROD NEWSLETTER



Teaching Human Resource Development in China

Mary E. Vielhaber, Ph.D.

Bridging the gap between a U.S. academic graduate course in Human Resource Development (HRD) and the Chinese workplace presented a unique teaching challenge. As I prepared to travel to Tianjin, China to teach in our MSHROD program at Tianjin University of Commerce, I gave a lot of thought as to how to help our Chinese graduate students apply their learning to both their current and future work lives.

Last June, Dr. Diana Wong and I taught two graduate courses in a ten-day compressed format. Dr. Wong taught MGMT 602 while I taught MGMT 628. The students had reading assignments before we began classes and finished final projects after the courses were completed. During the ten-day classes, they took several exams, designed and delivered a training program, and presented case study analyses. Needless to say, the students were extremely busy the entire time and in fact, exhausted by the end of the classes.

One approach that we used to help our students apply learning to Chinese organizations was the use of case studies. With a limited understanding of the Chinese workplace, I looked for business cases that would give both me and the students examples of human resource development in China.

One case, "ASIMCO: Developing Human Capital in China," (Wong & Weist, 2002) provided the exemplar that helped introduce HRD best practices in China. The case told the story of an American investment banker, Jack Perkowski, who created an automotive components company in China ten years ago and built the company into the largest independent, diversified manufacturer in China. The case focused on the ASIMCO leadership development program designed to grow managers for key leadership roles.

Dr. Wong and I contacted the US ASIMCO location to invite one of their Chinese executives to tell their story as a guest speaker in our class. Not only did ASIMCO accept our invitation, but they surprised us by telling us that the CEO, Jack Perkowski would be our guest speaker. Because of Mr. Perkowski's professional commitments, we scheduled his presentation for the morning of the first day of class. Mr. Perkowski captivated the students with his story of the creation and remarkable success of ASIMCO.

Students learned firsthand the value of a well-designed and implemented human resource development strategy. Mr. Perkowski described the ASIMCO year-long program where high-potential managers attended seminars, engaged in action research projects and worked with executive mentors. Students read the case before class began and came prepared to ask questions.

During the session, the students also learned the importance of teamwork, a key to our own learning model that we used in developing our graduate courses. Since individual achievements are typically emphasized in Chinese education, we knew that many students would not immediately embrace team projects, a standard pedagogical tool in American business schools. When Mr. Perkowski strongly emphasized the importance of teams at ASIMCO, he converted several skeptical students into team advocates.

Mr. Perkowski was accompanied by his top Chinese executive and several newly hired young Chinese managers and salesmen. All of the guests talked informally with small groups of students following the lecture. Lots of business cards were passed out, a first step in building the all-important business connections in China.

This teaching experience in China was a wonderful opportunity to get to know the students in the classroom and in informal gatherings such as shopping and dining together. The students helped us acclimate to a new culture and to new ways of doing things as simple as running a Chinese washer (which was not simple!) or exchanging money in a Chinese bank. They helped Dr. Wong and me buy tickets for a train trip to Shanghai and even took us and picked us up at the train station.

This teaching experience also opened my eyes to the global business world. In the years to come, many of our US students will work for companies that have Chinese partnerships or Chinese manufacturing facilities. Understanding the role that China plays and will continue to play in global businesses will be important. In my classes here at EMU, I plan to share my experiences so that our MSHROD graduates can be successful in understanding the similarities and differences in Chinese and US businesses today. Understanding others builds the foundation for creating productive relationships that lead to effective organizations.

ANNOUNCEMENTS



Looking for Professional Development Opportunities? CEBS (Certified Employee Benefit Specialist) classes are now being offered at Eastern Michigan University, Livonia Center. The CEBS Course 1, Employee Benefits: Concepts and Health Care Benefits, will be offered November 30 and December 1, 2004, 8:30 a.m. till 5:00 p.m., EMU Livonia Center, 38777 West Six Mile. This is a required course for the GBA and CEBS designations. This course can also be used for PHR/SPHR recertification credits. The course begins with an overview of employee benefit plans and then addresses issues pertaining to health care plans, plan design and cost-control techniques. Dental plans and specialized benefits – mental health/substance abuse, prescription drugs, vision and hearing care plans are covered as well as medical benefits for retirees and long-term care. Cost is \$350 (Fee does not include the cost of books and materials that must be purchased before class starts; to purchase course materials go to <https://www.ifebp.org/cebs>). For more information, contact: Pat Breilein, EMU CE, 734-487-9158, pbreilein@emich.edu.

Strategic HR Management Non-Credit Courses - Plans are now being made to offer the following professional development classes at the EMU Livonia Center during the winter term, especially for HR professionals looking for recertification credits: Financial Management for HR Professionals; Employment Law Review; and HR Metrics. For more information about these or other non-credit HR classes, contact Pat Breilein, EMU CE, at 734-487-9158, or e-mail pbreilein@emich.edu. If you are an MSHROD student and need an accounting or finance class for your business foundations and are interested in taking the non-credit course, email Fraya at fwagnerm@emich.edu.

PHR Exam Study Group – Anyone interested in forming a study group for the PHR exam should contact Ashwini Chandramouli (ashwiniyer@yahoo.com). Based on the number of people interested, time and location will be determined later.

DID YOU KNOW??

The Human Resource Certification Institute Web Site at <http://www.hrci.org> contains many areas of interest for potential Certification test takers including Students.

WINTER 2005 COURSE OFFERINGS

Core Classes

MGMT 505 (Organizational Behavior and Business Communications) - Ypsilanti, Mon. (Endres); Wed. (Frye); Internet (Bush-Bacelis); Livonia (Milner)

MGMT 509 (Human Resource Management) - Livonia (Schulz)

MGMT 602 (Theory and Techniques in Organizational Development) – Livonia (Wong)

MGMT 610 (Diagnostic and Quantitative Methods in Organizations) – Ypsilanti, Wed. (McEnery)

MGMT 628 (Human Resource Development) – Ypsilanti, Mon. (Knechtges)

MGMT 688 (Practicum in Human Resource Mgmt/Organizational Development) – Ypsilanti, Tues. (Vielhaber)

Pre-Approved Electives

MGMT 615 (Organization Design and Strategy) – Ypsilanti, Tues. (Newell)

MGMT 618 (Staffing Organizations) – Livonia (Camp)

MGMT 625 (Management in Unionized Settings) – Ypsilanti, Thurs. (Huszczko)

MGMT 696 (Strategic Management) – Ypsilanti, Tues. (Ettington); Livonia (Chowdhury)

SPRING 2005 COURSE OFFERINGS

Core Classes

MGMT 505 (Organizational Behavior and Business Communications) – Ypsilanti, Mon., Wed. (Instructor TBD)

MGMT 509 (Human Resource Management) – Ypsilanti, Tues, Thurs. (McEnery)

Pre-Approved Electives

MGMT 615 (Organization Design and Strategy) – Livonia, Fri., Sat. (Newell)

MGMT 681 (Strategies for Managing Employee Performance) – Ypsilanti, Tues., Thurs. (Vielhaber)

MGMT 696 (Strategic Management) – Ypsilanti, Mon., Wed. (Chowdhury); Tues., Thurs. (Newell)

New Faculty on the Block!

Please join us in welcoming **Dr. Morgan Milner** as our newest member of the Management faculty! Dr. Milner holds a B.S. in Finance, and this year received his PhD. in Organizational Behavior from Michigan State University; he also taught there for six years as a graduate student. He developed an interest in OB while working as a finance manager at a General Mills plant after college, where he had the opportunity to observe and deal with the many problems and challenges involved with managing people.

Dr. Milner lives in Easton Rapids with his wife and three young children and in his spare time manages real estate and enjoys reading and collecting interesting books and articles. His research interests include psychological contracts, breaches in relationships and their subsequent restoration. He has presented to, and been published in, *The Academy of Management*.

Dr. Milner is teaching MGMT 505 (graduate Organizational Behavior) fall semester, MGMT 600 (Management Skills) winter semester, and MGMT 386 (undergraduate Organizational Behavior) fall and winter semesters. He says he is looking forward to a long and productive career here at EMU, and so far is really enjoying the students, faculty, and atmosphere here.

2004 SHRM Annual Conference – New Orleans!

My Top Ten Favorites

By: Erin Hoffman

Over the summer, I had the opportunity to attend this year's SHRM Annual Conference in New Orleans, Louisiana. The entire conference surpassed all of my expectations, but the following is a list of what was most memorable and beneficial to me. If any of you are considering attending in the future, I highly recommend it!

10. *The Exposition*: Hundreds of exhibitors were present at this conference. Besides receiving a life time supply of different pens, the main benefit for me as a student was the exposure to the wide variety of HR companies, products, and career options that I may otherwise have never learned about.

9. *EMU wins Top Ten Student Chapter Merit Award*: I was happy and proud to be present at the conference where the nation's top ten student SHRM chapters were presented with the 2003 – 2004 Merit Award. Congratulations to the EMU student chapter for this impressive accomplishment! (*see article below*)

8. *"The Confidence Connection - Leadership and Advancement for Women" Workshop*: Jane Sanders of Authentic Leadership Resources, lead the participants in an interactive session that focused on authentic leadership, how it contributes to organizational performance, and how women can get off-track and lose touch with their authenticity. During the workshop, we learned how to access and use confidence and balanced communication for more authentic, effective leadership and also for career advancement. A main theme was how to gain confidence through self-awareness by using techniques such as 360-degree feedback, books/tapes/workshops, counseling/coaching, journaling, self-assessments, and dialoging. From the workshop, I learned action steps that I can take immediately to be more courageous and more confident.

7. *New Orleans Extras*: Anyone who's been to New Orleans understands that any Top 10 list must include the different foods & drinks the city has to offer. Po Boys, Beignets, oysters on the half shell, jambalaya, etouffe, muffalettas, Abita beer, and Hurricanes...need I say more?!

6. *General Session with Queen Noor*: Queen Noor of Jordan made a huge impact at the conference, reminding us that in order to better the world, as well as our organizations, always remember that *people matter*. She related her philanthropic experiences to a career in HR by stressing that if we focus on the people, we can improve anything. She has dedicated her life to improving the lives of others and encourages those in the field of HR to do the same for the people in their own organizations.

5. *"The 75 Most Powerful HR Training Tips in 75 Minutes"*: Mindy Chapman and Philippe Weiss, a fun and dynamic duo, presented literally 75 tips in 75 minutes. I wasn't convinced they would make it given the detail provided during some of the steps, but they did! A few new tips I picked up include picking a smiling face from the audience to keep motivated, creating interactive name tents, and using hostile and rude participants to bring home an idea. Another impressive thought that sticks in my mind about these two is that they really practice what they preach. They made their presentation fun and interactive, used repetition, stuck to the time limits, used visual stimulation, plus much more in 75 minutes.

4. *General Session with the late Christopher Reeve*: What an inspiration! This man took a life-altering event and instead of wallowing in his grief, looked at his accident as an opportunity to better himself, his family, and others who are faced with a disability. He talked about change and what it means personally as well to those around you. The field of human resources constantly faces the realities of change and Mr. Reeve inspired me to think about what change means and how I can embrace it instead of doing everything I can to stop it. He said that when change occurs, it presents the opportunity to learn different ways to attack problems, and how to empower others. I know I will think back to this true “Superman” when things aren’t going the way I planned and remind myself that I can choose to turn what may seem like a negative situation into something incredible.

3. *The All-Day Student Chapter Session*: This event included meeting with other students, interactive idea sessions, a hilarious “Who Moved My Cheese” presentation and an awards ceremony. Being part of such a high-energy and motivated group made me really want to strive for another great year with EMU’s own student SHRM chapter.

2. *General Session with Marcus Buckingham*: Buckingham, a senior consultant with the Gallup Organization, really captured the audience with his strong presence and interesting statistics and suggestions. He started by mentioning that only a quarter of us feel we are in our “sweet spot” - meaning the other three quarters of us are not happy with our careers. His suggestions to help people get to their own sweet spot were to ensure great selection and training, retain highly effective managers, and find inspiring leaders. Maybe not such an easy task to accomplish, but in order to work toward this goal, he said, there are three conditions necessary for success: 1. Make sure all your employees feel competent; 2. Focus on what is important (e.g., how will success be measured); 3. Have confidence in your co-workers and in your leadership. Buckingham mentioned one final point that really stuck out: Great leaders “find what is universal and capitalize on it.” Everyone has something in common. Determining what that one thing is can be a matter of success or failure.

1. *Networking, Networking & More Networking*: We received a t-shirt at the student conference that reads: “If you’re not networking, you’re not working.” I think that statement sums it up rather well. There was just no way possible not to do some type of networking at this conference. It started with the student conference, meeting other student officers who had ideas and suggestions and who were more than happy to exchange information and keep each other updated as the year progresses. The interactive sessions, the expo, and even wandering around trying to find the correct conference room provided opportunities for networking. It was amazing how friendly and helpful everyone seemed to be. I was reminded how important networking really is for information sharing, practicing interpersonal skills, obtaining fresh ideas and of course, possibly landing that perfect job!

EMU SHRM Chapter Wins “Top Ten” Merit Award



Eastern Michigan University’s student chapter of the Society of Human Resource Management (EMU SHRM) received the “Top Ten” recognition award in conjunction with the 2003-2004 Student

Chapter Superior Merit Award. Our student group was honored for “an outstanding job of providing opportunities for growth and development to members.”

During the school year, members and officers earned points toward the Merit Award by hosting guest speaker meetings and workshops, participating in visits to local companies’ HR departments, job shadowing, attendance at local and regional SHRM events, and other activities. To earn the Superior Merit designation, chapters must receive at least 1,901 out of 3,300 possible points; this year, EMU obtained the maximum 3,300. Of 430 active student chapters nationwide, 124 submitted applications for this national award. Ninety-four chapters earned the Superior Merit Award, with EMU being in the top ten.

The SHRM student chapter Merit Award Program, in existence since 1972, recognizes achievements in four broad areas: professional operation of the chapter, professional development of the members, support of the profession, and partnership with SHRM. For more information about the merit award program, visit <http://shrm.org/students/meritaward>.

Welcome to all of our new MSHROD and Graduate Certificate students

Tiffany Alexander obtained a Bachelor of Science degree in Psychology from Howard University and works as an HR Case Specialist for Dominos.

Wendy Anderson earned her Bachelor’s of Science in Communications from WMU and works at Starbucks and as a Shift Supervisor for the University of Michigan’s Institute for Social Research.

Sarah Bauman holds a Bachelor’s degree from Michigan State University and works as a Health Care Recruiter at Cybertech.

Sandhya Bhupathi is a Technical Recruiter for AC Consulting.

Emily Blakely earned a Bachelor’s degree in Management from EMU.

Dawn Elgas has a Bachelor’s in Business Management from Cleary Univeristy and works as an HR Manager at Dana Corporation.

Jean Olivier Gagnon-Gordillo recently completed his Bachelor’s degree in International Business at EMU.

Karen Gales earned her Bachelor’s of Arts in Psychology from the University of Michigan and currently works for Southfield Public Schools.

Jamie Harrison holds a Bachelor’s degree in Organizational Communication from Western Michigan University and is an Executive Team Leader at Target.

Erica Healander has a Bachelor’s in Psychology, with a minor in Social Work, from EMU. She also works at EMU as Manager of Risk Management and Worker’s Compensation.

Wendy Jones holds a Bachelor's degree in Business and works for the City of Pontiac as an HR Specialist.

Danielle Latimer obtained her Bachelor's degree in Human Resources from Oakland University and is an Item Manager Intern with the US Army Tank-Automotive and Armaments Command.

Gloria Love holds a Bachelor's of Science in Production and Operations Management from EMU.

Alaina Martin completed her Bachelor of Applied Arts at Central Michigan University and works as a Demo Coordinator for Intro Marketing.

Jamie Matheson has a Bachelor's degree in Human Resource Management from Michigan State University and is employed as an HR Specialist at Hartman & Tyner, Inc.

Amy Michael holds a Bachelor's degree in History from EMU.

Jamie Perrin obtained her Bachelor's degree in Occupational Therapy from EMU.

Lynn Rosenthal earned her Bachelor's degree from Colorado University and works for University of Michigan Hospitals and Health Centers as an HR Associate.

Beth Teal holds a Bachelor of Arts from Rutgers University and is an HR Generalist at Pfizer.

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, our MSHROD brochure, 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 online by going to www.emich.edu and clicking on Foundation. Be sure to designate the MSHROD Development Fund. Thanks

News from MSHROD students and alums

Beth Allie (Gwaltney) has started a new business, Baby Travels Equipment Rental. It is the only business in the state specializing in children's equipment rental.

Ashwini Chandramouli is now working for United Way Community Services as an HR Specialist.

Amy Merlo Drongowski passed the SPHR exam in May 2004.

Zack Fitzgerald is now working as a Compensation Specialist with Eastern Michigan University (*see article below*).

Karen Gales is working as a Recruiting Intern at Henry Ford Health Systems.

Bill Hendry, Director of Human Resources at Northwestern Michigan College, published an article in the Northwest Michigan Business News on providing employee feedback based on personality type.

Kerry Laycock was featured in the Ann Arbor News, April 18, 2004, in the article, "Helping Streamline City – Consultant Works with Unions to Overhaul Government."

Dante Maynor is working as an HR Intern at Flint Ink in Ann Arbor.

Valerie Palazzolo is now working as a Wellness Specialist with the University of Michigan.

Karen Pryor, PHR, is now working as a Selection & Recruitment Specialist for Domino's Pizza in their People First Department.

Molly Shelton, SPHR, is the Manager of Human Resources, CFI Group USA, LLC, in Ann Arbor.

Jay Schrader, SPHR, is Regional Manager of Executive Recruiting, Kohl's Department Store in Brookfield, Wisconsin.

Babies, Babies, Babies! Hinke Jansen, Nicole Azzouz, Karen Andrews, and Ashwini Chandramouli are all expecting babies in the near future. Congratulations to all!

MSHROD GRAD ZACHARY FAIRCHILD HIRED IN EMU'S HR DEPARTMENT

Zachary Fairchild graduated from the MSHROD program in April 2003. Prior to entering the MSHROD program, Zachary received his BA in Business from Western Michigan University. In May 2004, Zachary became the first MSHROD graduate to be employed by the Human Resource Management Department at Eastern Michigan University (EMU). Prior to that time, Zachary had worked in HR as a student worker and part-time employee.

In his current role as an HR generalist, Zachary oversees many diverse activities. He orients new EMU employees on benefit options, creates databases to report on benefits trends, responds to salary surveys for benchmarking purposes, and creates cost models of benefit programs to aid EMU administration in salary negotiations. He is also responsible for administering the temporary employee programs for the university.

Zachary found the most valuable aspect of the MSHROD program to be the real world nature of each of his courses. Of particular value for Zachary was his practicum project, in which he developed a consulting relationship with EMU's HR department, to build a CD-ROM for the EMU employee handbook. Zachary credits his practicum project with helping him earn his current job.

Zachary's future career goals are to continue progressing and learning as much as possible as an HR professional. He is constantly seeking new challenges and opportunities to sharpen his skills, including passing the PHR exam to gain his HR certification. Zachary advises current MSHROD students to be open to any new learning experience, either paid or unpaid, which can advance your skills because it is unknown where any opportunity may ultimately lead.

CONGRATULATIONS WINTER 2004 MSHROD GRADUATES!

Vicente Amado
Stacey Canary
Ashwini Chandramouli
Laura Clay
Jeffery Cohu
Katherine Curtis
Jill Gerber
Thecla Jean
Kelly Lutman
Tonia Miller
Kelly Murphy-Elliot

Jennifer Pinkham
Joana Riberio
Peggy Sharp
Jennifer Stalmack
Jane Stephenson
Fikisha Taylor
Jeff Tomschin
Sue Whitt
Jill Wund
Yu-Hsuan Yang

Attention All MSHROD Students!!!

The Department of Management is updating the MSHROD students database .We would like all our alumni and the current students to forward your addresses and numbers if they have changed to carole.morello@emich.edu or fwagnerm.emich.edu.

Faculty Focus

Sanjib Chowdhury had his paper “The Role of Affect and Cognition-Based Trust in Complex Knowledge Sharing” accepted for publication in the Journal of Managerial Issues. Dr. Chowdhury also had his paper “Demographic Diversity for Building an Effective Entrepreneurial Team: Is it Important?” accepted for publication at the foremost entrepreneurship journal, The Journal of Business Venturing.

Megan Enders had her paper, which was co-authored with Sanjib Chowdhury, “Gender Differences and the Formation of Entrepreneurial Self-Efficacy” accepted for presentation and proceedings publication at the National Entrepreneurship Research Conference.

Ray Hill had his paper, which was co-authored with Dr. Wenbo Huang, “An Introduction to Chinese Culture and a Comparison with American Culture” accepted for presentation and proceedings publication at the Academy of Business Administration’s Global Business Conference.

Greg Huszczo had his book “Tools for Team Leadership” published by Davies-Black Publishing. Dr. Huszczo also presented his paper, co-authored with T. Amsden, “Transformation of Diversity into Organization Development Change Agents,” at the Fourth International Conference on Diversity in Organizations, Communities and Nations. He presented his paper, co-authored with Rich Opland, “Making a Difference: How Type Influences Perceived Contributions at Work” at the Biannual International Meeting of the Association for Psychological Type. He also served as the co-keynote speaker at the UAW-Ford and UAW-Visteon Equality and Diversity Conference with MSHROD graduate, Mary Horton.

Jean McEnery had her paper, which was co-authored with John McEnery, “E-HR and Shared Services as Strategic Tools: Is Human Resources Missing Another Opportunity?” accepted at the National Business and Economics Society Conference.

Stu Tubbs had his paper, which was co-authored with Christina Bueno, “Identifying Leadership Competencies: An Exploratory Study” published in the Journal of the Academy of Business.

Fraya Wagner-Marsh, SPHR attended the following conferences: SHRM-Holmes Corporation Conference in Las Vegas in May for universities that offer the SHRM Learning System course; the national SHRM conference in New Orleans in June; the Academy of Management meeting in New Orleans in August; and the State SHRM Conference in Dearborn in September. She will attend the National SHRM Diversity Conference in Chicago (October 25-27, 2004), the National SHRM Leadership Conference in Washington, D. C. in November. She returns to China this November with the MSHROD in China program. In September, Dr. Wagner presented “What CEO’s Want from HR: New HR Competencies,” to the Kalamazoo Human Resources Association and the Human Resources Professionals Association of Windsor.

John Waltman presented his paper, co-authored with Eric Schulz and Richard Camp, “Recruitment Practices and Their Effect on Maintaining Workforce Levels” at the Southern Management Association. The paper was published in the Conference Proceedings.

Diana Wong had her book chapter, which was co-authored with Mary Vielhaber and Fraya Wagner-Marsh, “Managing Learning and Learning to Manage: Pedagogies for HR and OD Graduate Education in China” accepted for publication in a forthcoming book on Business and Management Education in the Greater China Area, by Dr. Ilan Alon of Rollins College.

Practicum Projects provide HR/OD Consulting Skills to the Community

Tanisha Arrington is conducting research to understand the academic recruitment and selection process at Eastern Michigan University. In addition to obtaining and analyzing data from a survey, she is benchmarking current practices at select peer institutions, providing a literature review, and making recommendations for future process improvement.

Angela Brown is assisting with campus recruiting at General Dynamics Advanced Information Systems in Ann Arbor. Her project involves planning, implementing and evaluating recruiting efforts on 15 campuses nationwide.

Stephanie L. Brown has contracted with Nisshinbo Automotive Corporation in Sterling Heights to conduct a review of the organization’s Lock Out Tag Out (LOTO) program. This project includes analyzing Nisshinbo’s current LOTO system and benchmarking it against other manufacturers’ LOTO programs. Stephanie will be responsible for providing Nisshinbo with a proposal for improvement and helping the organization implement the new/revised plan, including providing training for impacted employees.

Meghan Dell will be assisting her current employer, Turner Construction Company in developing job descriptions for their entire administrative job family.

Jack Graham will work with a large managing general agent to develop a cultural change plan. The plan will focus on how to articulate and model the owner’s desired culture. A tool box of ideas will be included to give the management team several options on how to implement the desired change.

Stephanie Kirsammer is working with the Adult Well-Being Services agency in downtown Detroit. AWBS is a non-profit agency that assists adults with mental or developmental disabilities by providing a variety of services. The project will focus on developing job descriptions for six newly created, key positions within the agency. Job analysis questionnaires and interviews will be used to gather the information. She will develop job descriptions and identify performance objectives for each position, which will be integrated into the agency’s current performance appraisal system.

Jennifer Mack is working with DTE Energy Services to assist with the HR-related functions for DTE Coke Operations as they transition operations from US Steel. She will be responsible for assisting in developing negotiation and recruiting strategies, and conducting interviews to hire 110 hourly employees for the plant site.

Karla Mercer is contracting with Applebee's International, Inc., in the Michigan market. Using interviews and research, she will develop a job description for the position of Assistant General Manager, and will develop behavioral-based interview questions as part of the selection process. She will be presenting her data and recommendations to the Area Directors for the East Michigan Market of Applebee's International.

Brent Schomaker is conducting his practicum project with the Racquet Club of Ann Arbor, a private athletic club. He will be producing an Operations Manual that outlines the tasks associated with daily operations of the facility. The guide will serve as a resource for managers and the Board of Directors in current management, employee, and customer service practices.

Morgan Todd is working with an Ann Arbor-based global publisher of information solutions for the education and library markets. She will develop a system of meaningful internal quarterly affirmative action metrics, which will allow the company to proactively monitor progress, fulfill compliance obligations as a Federal Contractor, and allow affirmative action to be a living process with measurable outcomes between annual reporting periods. The project includes not only the development of the metrics, but also baseline analyses, feedback, and institutionalization including critical training.

Bhavya Tummala is working with EMU's Housing Services. She will be developing behavioral-based interview questions for the positions of area complex director and graduate student assistant hall director through document analysis and interviews with current job incumbents. She will also train the staff to acquire appropriate skills necessary in conducting behavioral-based interviews, and will design a new evaluation matrix for the two positions.

ATTENTION ALUMNI AND STUDENTS

Do you have an opportunity for a Practicum (MGMT 688) student? This course is offered both Fall and Winter semesters. Students enrolled in this course are expected to complete an individual consulting project with a client. Students have completed a variety of projects for both large and small businesses, profit and not-for-profit organizations. If you or someone you know would be interested in working with a graduate student, please contact either Dr. Jean McEnery (jean.mcenery@emich.edu) or Dr. Mary Vielhaber (mvielhabe@emich.edu).

Interview with alum Nancy Madigan

Nancy Madigan graduated from EMU with a Master's in Organizational Development in 1988. She works as a Director for Deloitte consultancy in Detroit.

Tell me a little about your current position – how did you get there and what are your responsibilities?

I'm a Director in Management Consulting and part of the Change Leadership and Learning Group at Deloitte in Detroit. I graduated with a bachelor's in communications from Wayne State in 1977 and worked at Ford for 10 years mainly in the Communications and Human Resources departments. At that time Ford was becoming heavily involved in implementing employee involvement programs such as quality circles and independent work groups. They were spending a lot of money on external

consultants to help them with those processes and their goal was to develop internal OD consulting capabilities, so I was able to go back to school for my MSOD and Ford paid for it.

After I had a child I wanted to work part-time and was able to do that, working for some of the external consulting companies that had done work for Ford while I was there. Then, eight years ago I began working for Deloitte and, since they did not have a change practice in Detroit, I was placed in New York City. I worked there for six years as a Senior Manager, consulting on organization behavior and organization development mainly in the manufacturing, pharmaceutical, and consumer business industries.

Being a Senior Manager involves managing a project team on a consulting engagement. The team usually includes one client person for each consultant from Deloitte. Projects can be anything from conducting a change readiness or learning needs assessment, to assisting a client in an organization-wide reengineering process, such as implementing a new payroll, billing or reporting system, to a merger, acquisition or divestiture.

As a Director, in addition to working on consulting engagements, I'm assigned to an entire region and responsible for staff development (recruiting, counseling, coaching and mentoring practitioners), profit and loss metrics, and product and service development – that is, determining how to add value to an organization by ensuring that we can offer the services that our clients need and desire.

Which classes and/or projects have helped you most throughout your career?

All of the projects that involved working with an external client were extremely helpful since I was able to do many of them for Ford while I was working there. Being able to apply what I was learning to my own organization, virtually in real time, was so valuable to me.

Theories and Techniques of Organization Development (MGMT 602) stands out in my memory. I've found that learning how an organization can successfully implement a change initiative is important and applies regardless of the type of company or industry. Whether the change is a merger, divestiture, or a growth objective, the same OD theories, approaches, and principles apply in every industry. Studying organizational change specifically, as opposed to studying it more generally, say as an MBA, has enabled me to specialize and better identify, analyze, and help solve the problems that often occur with a change in strategic direction or a major intervention. All of my classes somehow helped me to deepen my OD/OB expertise and to build my "toolbox."

What do you think was (or is) most important in your professional development?

Education, of course, is key. Secondary to that, I would say finding good mentors and maintaining my relationships with them. Having someone to go to for help who is wiser and more experienced, whether it be professors, colleagues, executives and even professionals or "gurus", like Peter Block, whose seminars I've attended, has proven to be an excellent resource for me throughout my career.

What advice do you have for our new graduates entering the field of OD?

When you're entering the job market or changing jobs, don't be afraid to dive in and take the first step in your career even if the job you're offered isn't your ideal. Keep in mind that your career will be long and what you're doing today won't be what you'll do for the rest of your life. Getting the experience and trying new things is what's important, and remembering that if you don't like it, you can always "change."