

Fall
2008

MSHROD Newsletter

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E College of Business
Department of Management



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From the Co-Director, Dr. Eric Schulz

On Saturday October 25th, Dr. Rick Camp was the recipient of the annual teaching excellence award from the Eastern Michigan University Alumni Association. This prestigious award which Dr. Camp received along with seven other faculty members across the University recognizes outstanding excellence in instruction.

In his remarks to the audience upon receiving the award, Dr. Camp commented about how he is often asked whether teaching the same subject across the years ever becomes tiresome. Dr. Camp noted how he often finds this question perplexing given the challenge and dynamic nature of instruction. This attitude reflects greatly upon the importance that Dr. Camp and other faculty member in the MSHROD program give to providing quality instruction to our students. As part of his duties in the MSHROD program, Dr. Camp is continually striving to improve his teaching through the adoption of innovative teaching techniques, new technologies and the incorporation of his research into the classroom. It creates a freshness and vitality in his classroom that adds greatly to the experience of any MSHROD student taking his challenging courses. The MSHROD program is very fortunate to have several outstanding faculty members who share Dr. Camp's belief in the importance of excellence of instruction and who are tirelessly working to improve their teaching skills. This is demonstrated by the fact that many of these MSHROD faculty are also the past recipients of the teaching excellence award from the Eastern Michigan University Alumni Association. Previous winners of this award currently on the MSHROD faculty include: Jean Bush-Bacelis; Greg Huszczo; Jean McEnergy; Denise Tanguay, and Mary Vielhaber.

Two important qualities allow continuous improvement in the instruction of the MSHROD faculty. First, is the collegial nature of the MSHROD faculty. Faculty members regularly meet to discuss how we can improve the teaching experience of our students. These discussions include such issues as best practices we have found in the classroom, introducing new concepts that are emerging in the field into the program, and identifying when projects are most suited to individual or group work. A second thing that permits improvement in the program is the sheer dynamism of human resources (HR) and organizational development (OD) as a profession. Glancing at HR and OD textbooks from the late 1980's when I received my own Masters Degree is instructive for what is *Not* there. Among missing items from my 1980's text were Organizational Development and Strategy; Ethics and Corporate responsibility; Human Capital and Organizational Behavior; HR Technology; HR Metrics; Workforce Diversity; Workforce Realignment; and Global Human Resources. These are all serious and frequent topics of discussion throughout the current MSHROD program. In point of fact, some of these topics now have entire courses devoted to them in the MSHROD program.

Therefore, what makes teaching in the MSHROD program so enjoyable is the instructional excellence demonstrated by Professors like Dr. Camp, the fascinating every-changing nature of the profession and the high caliber of the students with whom we have the pleasure to interact. Who knows what changes the human resource and organizational development profession will experience in the next twenty years? What appears certain is that the MSHROD program has a great foundation underlined by its faculty for addressing with enthusiasm future developments.

Professional Development Courses

SHRM Learning System HR Management Course starting February 2008 Prepare to take the PHR/SPHR Certification Exam

Enhance your career potential and professional status by completing the professional development program utilizing the SHRM Learning System. Designed for HR practitioners, this course is officially sanctioned by SHRM as study material for the PHR and SPHR examinations. The 11-week class will be offered at the following sites beginning February 9th: Evening classes from 6:00 – 9:00 p.m. in Ypsilanti, Troy, Southfield, Livonia, and Lansing. The course will also be offered on alternating Saturdays from 9:00 a.m. – 3:30 p.m. in Livonia, as well as an online course. The registration fee is \$935 for national SHRM members, \$975 for non-SHRM members, and \$995 for the online course. The class fee includes the SHRM Learning System and CD ROM. For more information, see the website www.ce.emich.edu/noncredit, call (734) 487-9158, or email non.credit@emich.edu.

Need to know more about Employee Benefits, Health Care Plans, Retirement Plans, & Compensation Concepts? Register for a Certified Employee Benefits Specialist (CEBS) Course Winter and Spring 2009

CEBS classes are now being offered at Eastern Michigan University-Livonia, 38777 West Six Mile. The CEBS program provides certification choices for employee benefit and compensation professionals. You can earn specialty designations in group benefits (GBA), retirement (RPA), and compensation (CMS), or establish yourself as a total compensation professional by attaining the CEBS designation. For more information about the certification see www.ifebp.org/cebs. Upcoming classes for the winter and spring are *GBA 1: Employee Benefits: Concepts and Health Care Benefits*, December 1-2, September 22-23; *GBA 2: Employee Benefits: Design, Administration and Other Welfare Benefits*, April 22-22; *RPA 1: Retirement Plans: Basic Features and Defined Contribution Approaches*, January 20-21; *RPA 2: Retirement Plans: Defined Benefit Approaches and Plan Administration*, May 12-13; *CMS 1: Human Resource and Compensation Management*, March 17-18; *CMS 2: Compensation Concepts and Principles*, August 25-26. Cost is \$350 for one class, \$325 per class if registering for 2 or more classes. The fee does not include the cost of books and materials that must be purchased through IFEBP before class starts. For more information, see the website www.ce.emich.edu/noncredit, call (734) 487-9158, or email non.credit@emich.edu.

Earn PHR/SPHR Recertification Hours Prepare for the Global Professional in HR (GPHR) Certification March and April 2009

Eastern Michigan University Continuing Education plans to offer classes in Employment Law, HR Metrics, and Essentials of HR Management at EMU-Livonia in March and April for HR professionals looking for recertification credits. The certification exam preparation class for the GPHR will also be offered at EMU-Livonia. Dates and times will be available at the website www.ce.emich.edu/noncredit in January. To be added to a mailing list to receive information about these classes, call, (734) 487-9158, or email non.credit@emich.edu.

Winter 2009 Course Offerings

Core Classes

MGMT 505 (Organization Behavior and Communications) Ypsilanti, Thursday (Frye); Online (Milner)
MGMT 509 (Strategic Human Resource Management) Livonia (Isenhour)
MGMT 602 (Theory and Techniques of Organizational Development) Livonia, Saturday (Wong)
MGMT 610 (Diagnostic Techniques and Research Methods) Ypsilanti, Wednesday (Endres); Livonia (Huszczo)
MGMT 628 (Human Resource Development) Ypsilanti, Tuesday (Blanchard)
MGMT 688 (Practicum Human Resource Management/Organizational Development) Ypsilanti, Monday (Vielhaber); Livonia (Vielhaber)

MSHROD Pre-Approved Electives

MGMT 613 (Leadership in Business Organizations: Theory and Practice) Livonia (Tubbs)
MGMT 615 (Organization Design and Strategy) Ypsilanti, Tuesday (Tanguay)
MGMT 618 (Staffing Organizations) Livonia (Camp)
MGMT 620 (Compensation Management) Online (Schulz)
MGMT 621 (Benefits Administration) Livonia (Schulz)
MGMT 625 (Management in Unionized Settings) Ypsilanti, Thursday (Knechtges)
MGMT 696 (Strategic Management) Ypsilanti, Thursday (Chowdhury); Livonia, (Chowdhury)

Tentative Spring/Summer MSHROD Pre-Approved Course Offerings

Spring 2009

MGMT 509 (Strategic Human Resource Management) Ypsilanti
MGMT 615 (Organizational Design and Strategy) Livonia
MGMT 638 (Continuous Improvement Teams) to be announced
MGMT 696 (Strategic Management) Ypsilanti
LAW 540 (Employment Law) Online

Summer 2009

MGMT 505 (Organization Behavior and Communications) Online
MGMT 622 (Current Topics in HR) Livonia
MGMT 681 (Special Topics) Traverse City

Student News

Congratulations to New 2008 MSHROD Graduates!

Rebecca Ankeney
Ariel Black
Jeffrey Cohu
Constance Elliot
Carrie Fontana
Kathy Jividen
Shannon Kribbs
Jennifer Raimer
Amanda Scroi
Marla Slocum
Rebecca Taylor
Lindsay Waksmundzki
Candice White

Catharina Bestehorn
Rebecca Clark de Castillo
Sacha Cowell
Brian Fischer
Michelle Hartung
John Kraynek
Kathy Metta
Rina Sandhu
Sally Sivrais
Emily Sutherland
Corbin Todd
Kathy Waltz

Congratulations on Completing the Graduate Certificate Program in HR!

Gordon Miles III
Marla E. Stuck
Aimee Topacio

Brian Stout
Kim Thomas

Welcome to the New MSHROD and HR and OD Graduate Certificate Students!

Andrew Aho
Abdullah Almasarir
Peter Anthony
Carolyn Barden
Michelle Barker
Roy Beck
Leslie Benson
Deborah Brandon
Heather Bryant-Hall
Vicki Bucciere
Vanessa Claus
Robin Clukey
Seminka Depriest
Kawanna Dixon
Bonnie Emrick
Oluwayemisi Fasina
Whitney Field
Jennifer Fleet
Casey Gee
Carrie Grace
Kela Green

BBA from Northwood University
International Bachelors Imam Muhammad IBS Saud
BBA from Eastern Michigan University
MBA from Wayne State University
BS from Eastern Michigan University
BBA from Eastern Michigan University
BS from Grand Valley State University
MS from Eastern Michigan University
BS from Eastern Michigan University
MSW from the University of Michigan Ann Arbor
BA from Hope College
BA from Webster University
BS from Davenport University
BBA from Eastern Michigan University
BS from Eastern Michigan University
BS from Wayne State University
BBA from Western Michigan University
BBA from Eastern Michigan University
BBA from Baker College, Auburn Hills
MSW from Eastern Michigan University
BS from Eastern Michigan University

Amber Gwynn-Powell	BA from Marygrove College
Todd Heck	BA from Western Michigan University
Emily Howell	BS from Eastern Michigan University
Karne Jackson-Young	BS from Siena Heights University
Daniel Jones	BBA from Eastern Michigan University
Jennifer Karteczka	BA from the University of Michigan Ann Arbor
Eun Lee	International Bachelors from Korea University
Stephanie Likens	BS from Michigan State University
Amy Long	BA from Western Michigan University
Amy McCorry	BA from Eastern Michigan University
Gerard Morin	MS from Wayne State University
Usha Naidu	BS from the University of Madras
Andrew Patton	BS from Eastern Michigan University
Andrea Raftery	BA from the University of Michigan Ann Arbor
Tanisha Reed	BBA from Eastern Michigan University
Amanda Reynolds	BS from Eastern Michigan University
Kimberly Richards	BA from the University Michigan, Dearborn
Rumley Rumley	BBA from Eastern Michigan University
Sidney Saeger	BME Northern Michigan University
Robert Scully	MS from Indiana Wesleyan University
Laura Sigarto	BS from Eastern Michigan University
Tijuan Smith	BS from Eastern Michigan University
Leida Soto	BBA from Eastern Michigan University
Kelly Spoutz	BA from Michigan State University
Dana Tilden	BS from Central Michigan University
Andrea Ursuy	BBA from Northwood University
Melissa Vincent	BBA from Davenport Universityh
Uditi Vyas	International Bachelors from Gujarat University
Ashley Walicki	BBA from Walsh College
James Wisser	BS from Trine University
Camille Wyatt	MBA from the University of Phoenix
Jean Zawlocki	MS from Central Michigan University

If you have been left off this list, please let us know so you can be included in the Winter MSHROD newsletter.

News from MSHROD Students and Alumni

The following MSHROD students and alumni attended the national SHRM Conference in Chicago in June as EMU SHRM student officers: **Rebecca Clark de Castillo, Pete Anthony, Maureen Dixon, and Tina Bestehorn.**

Gretchen Bensch, SPHR, is the Coordinator, HR Generalist with PMA Consultants and is serving as the chair of the Scholarship Committee for the Greater Ann Arbor SHRM chapter.

Jeremy Delozier, SPHR, is now the HR Manager for Kerr Corporation in Romulus. Jeremy was a guest speaker for the EMU SHRM chapter on Tuesday, October 28, speaking on “Applied Strategic HRM.” **Connie Elliott** had her paper, with coauthors Drs. Morgan Milner and Megan Endres on “A Time to Build-Maximizing Employee Engagement in the Workforce,” accepted for publication in the *International Journal of Interdisciplinary Social Sciences*.

Dawn Elgas-Blash, Nicole Johnson, Kathy Metta, and Stephanie Lambers are now officers in the Ann Arbor chapter of ASTD per the announcement from Dr. Diana Wong below.

“I am delighted to announce that **Dawn Elgas-Blash** is the new President for the Ann Arbor chapter of the American Society for Training and Development. She brings exceptional visionary, inspiring, and strategic leadership competencies to serve the continuous learning and development of aspiring and experienced professionals. As a former student in the MSHROD program, Dawn was recognized by both students and faculty for her consistent excellence in not just striving for high standard in her own work but also able to support the development of other around her. Dawn's positive and emotionally intelligent leadership created a very strong high performing team. There are seven additional ASTD A2 Board members which include three additional alumni: **Nicole Johnson** brings disciplined creativity, high ethical standards, and logic to her role as VP of Finance; **Kathy Metta** offers her public relations skills and insights to VP of Membership; and **Stephanie Lambers** contributes positive energy and smart thinking as Member at Large.... The meetings are also a fun and valuable opportunity for reconnecting with other alumni and building your professional business network. There will be evening sessions at Washtenaw Community College as well as lunch and breakfast meetings hosted on-site at different corporate partner locations.

On a personal note: As the President and Past-President (2005-2008), I do not have enough space and words to express how honored, proud and happy I am to be able to pass the baton and share the journey of continued success in Life with this fine group of leaders. I hope to continue part of the path with you at a future ASTD meeting. Thank you, Diana J. Wong. For more information, please visit the website: <http://www.astdannarbor.org/officers.html>”

Catherine Riggs is working for Marathon Petroleum’s Detroit Refinery. She is working on a project with Henry Ford Community College and Wayne County Community College to develop and implement a Process Technology Degree Program.

Molly Shelton, SPHR, was recently promoted to HR Director for CFI Group in Ann Arbor.

Hui Shen, is a recruiter with Analog Solutions in Loudon, Tennessee (outside of Knoxville). She also is now married and living in the Knoxville area.

Konstandinos (Kostas) Voutsas has been teaching Management and HRM as an Assistant Professor of Business at Dickinson State University, North Dakota, and is now looking forward to begin teaching training seminars to assist companies and professional organizations in creating more efficient, productive work environments.

Congratulations to MSHROD Alum **Jeff Tomschin**, SPHR. Jeff was the 2008 State Conference Chair for the 2008 Michigan SHRM Conference in Dearborn, October 15-17. The conference was a great success with a sold-out attendance of over 700 HR professionals. Also, another alum, **Bob Salter**, SPHR, was a member of the Conference Executive Committee and the Conference Program Committee Chair. **Chrsity Vernier**, PHR, is a current MSHROD student serving on the Conference Programs Committee. Other MSHROD students and alums in attendance were **Molly Shelton**, SPHR, **Gretchen Bensch**, SPHR, **Jeremy Delozier**, SPHR, **Bianca Roberts**, SPHR, **Erin Hoffmann**, **Deedra Bass**, **Colleen Brown**, **Debra Buckson**, **Erin Salhaney**, **Ken Szymigiel**, **Vivienne Outlaw**, **Natalie Mason**, **Stefanie Neuser**, **Susan Rantz**, SPHR, **Jennifer Malley**, **Karen Pryor**, **Amanda Scroi**, **Peggy Sharp**, **Mark Shear**, **Naomi Taylor**, **Marla Stuck**, **Rebecca Clark de Castillo**, **Kelly Compton**, **Sally-Ann Cooke**, **Stacey Daugherty**, **Vivian Eyster**, **Margaret Hazlett**, and **Pete Anthony**. Next year the Michigan SHRM conference will be in Lansing, and the MSHROD alumni group is hoping to sponsor a social networking get together for all the MSHROD grads in attendance at the conference. If you are planning on attending and would like more information, please contact Fraya at fwagnerm@emich.edu.

Traverse City Course Summer 2008: Global Human Resource Management

By Dr. Christine Day

What are the paradoxes to global organizational effectiveness?
What is a layoff, Dutch style?
What is a key contradiction in global HR competency?
What is the “split egg,” and WHAT does it have to do with global HR?
Is the Sleeping Bear Dunes National Lakeshore all sand dunes?

These, and many other, questions were asked and answered when the Traverse City campus hosted 14 EMU graduate students for the summer 2008 MGMT681 Global Human Resource Management: HRM Strategies for a Borderless World.

Students participated in a unique learning opportunity to increase their understanding of strategic global human resource management. Students learned via research, case studies, simulations, class discussions (you might call it lively class debate!!), current trend reviews, and peer presentations. The students examined actual companies with global clients, such as Wal-Mart, L’Oreal, Hyundai, Levi, Muller, and others. They also participated in case study applications. For example, students dealt with the global workforce on a diverse cruise line, including HR implications of international piracy on open waters! Exciting topics all came back to one theme: never, never, never underestimate the complexity of global human resource management!

After the long class hours, students enjoyed summertime in Traverse City with such activities as walking, running, bicycling, strolling downtown (OK, it was actually “shopping” downtown), watching sunsets across the bay, eating at the fabulous local restaurants, and visiting the sites on the peninsula. Whether students chose to stay in dorms, rent a condominium from a local resident, bunk with relatives, stay in a hotel, or camp at a local park, they all agreed it was a terrific learning and life experience.

You, too, can experience learning in this unique environment! Look for more information regarding the Summer 2009 Traverse City class, and join us for education the UP way.

PHR/SPHR/GPHR Certification

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

HRCI offers four certifications for HR professionals:

- PHR[®] (Professional in Human Resources)
- SPHR[®] (Senior Professional in Human Resources)
- GPHR[®] (Global Professional in Human Resources)
- PHR-CA and SPHR-CA (PHR with state certification in California and SPHR with state certification in California)

Many students like to take the PHR exam prior to graduation.

STUDENT/RECENT GRADUATE ELIGIBILITY REQUIREMENTS

- Students and recent graduates can take the PHR exam at an initial registration rate of U.S. \$120. Passing students and recent graduates must pay the balance of the PHR exam fee once they have graduated and documented two years of exempt-level (professional) HR work experience. They have five years from the date of passing the exam to obtain the two years of exempt-level (professional) HR work experience. Student/recent graduate candidates are not eligible to take the SPHR certification exam.
- Student/recent graduate candidates must take the exam no earlier than 12 months before their graduation date and no later than 12 months after graduation from a bachelor's or graduate degree program.
- Students/recent graduates who meet the two-year exempt-level (professional) HR work experience requirement must apply as an HR professional and pay the full exam fee.

For more information contact Fraya Wagner-Marsh at fwagnerm@emich.edu

MGMT 688 Practicum Orientations

If you are planning on enrolling for the MGMT688 Practicum course for Winter 2009 please remember that you must have completed all your core courses and at least two MSHROD electives, completed your business foundations, and taken your GMAT or GRE. Starting Winter 2009, to register for Practicum you will need to get permission from the Management Department, we will be checking all prerequisites, completion of all core classes, and completion of the GRE/GMAT. Please email carole.morello@emich.edu with your full name and student number requesting permission to register for Practicum.

Dr. Vielhaber will hold a Practicum Orientation on Wednesday, November 5th from 5:15-6:00 pm in Room 315 Owen and a second one at the EMU Livonia Center on Saturday, November 1st from 12:00-12:45 pm in Room 412. Graduate students planning to take MGMT 688 Practicum in Winter 2009 should attend this Orientation. Course requirements including guidelines for selecting clients for individual consulting projects will be discussed. Students are encouraged to begin identifying projects before January.

If you are unable to attend, please contact Professor Vielhaber by e-mail at mary.vielhaber@emich.edu or by phone at 734-487-2468.

MSHROD Student Interview: Marla E. Stuck

By: Maureen Dixon

A long-term goal for Marla E. Stuck was to obtain a Masters degree in Human Resources from a reputable well-known university, and she is doing just that. Marla is currently in her last semester in the MSHROD program, having already completed a Certificate in both HR and OD. Marla started the MSHROD program with two Associate degrees, one in Applied Business and a second in Microcomputer Operations, and a Bachelor degree in Business Administration.

Marla's diverse work and education history has helped her develop into a well-rounded Employment Manager for Washtenaw Community College. She began her career by serving in the United States Military. After this experience, she diversified herself by working municipal settings dealing with accounting and various general business aspects and through her past 10 years of Human Resources experience. Marla has worked in all aspects of HR, starting as a frontline administrative assistant, working in payroll, negotiating benefit contracts, working with collective bargaining agreements, to her current position as the Employment Manager at Washtenaw.

Marla enjoys challenges, which is one of the reasons why she has enjoyed the MSHROD program so much. She chose EMU's program because individuals in the HR field expressed how the program challenged them and that the courses were applicable to what they were currently experiencing in the workforce. Marla expressed that MGMT602 was by far the class she has benefited the most from, both professionally and personally. She praised Dr. Wong's ability to challenge students to look beyond the obvious and to "dig deeper" through 602. Marla not only learned how to conduct an organizational analysis, but also how to take risks. Marla states: "Dr. Wong taught me that in order to grow you have to take the risks. It has really changed my way of approaching life. Now I take the risk; you will never know unless you try."

During my conversation with Marla, I personally was able to see Marla look beyond the obvious value of her experience in this program. Marla expressed that one of the most valuable things she has gotten out of the program, aside from the educational aspects, is the interaction with a diverse college population. With students from around the world and of all age groups, she has been able to learn about different students' cultures. Marla has gone the extra mile of getting to know people personally through the program and to ask questions about their cultures, an experience that comes with no additional charge to your MSHROD courses. These experiences have been a valuable asset to Washtenaw Community College. Marla expressed how she is now better equipped to understand various cultures and how to interact with others to ensure issues and concerns are handled in a respectful manner, making her even more valuable in her current position.

Even with a full-time job and taking practicum, Marla is currently studying to take her SPHR exam on December 1st. It is obvious that Marla has taken advantage of all that this program has to offer and even some things that others may overlook.

Faculty Focus

Dr. Jean Bush-Bacelis authored her chapter, “Designing and Improving an Outdoor Experiential Learning Course: A SoTL” in Jeff Bernstein’s (Ed.) book *Making Learning Visible: The Scholarship of Teaching and Learning at EMU*, while attending a seminar on the Scholarship of Teaching and Learning. She reports that it was exciting, challenging and time-consuming, with each participant writing a book chapter. She also has coauthored the following publications: “Gender differences in attitudes towards diversity: A study of current perspectives” in the *Global Education Journal* (December 15, 2007) and “Practicing what we preach: Using the action research model to assess and revise curriculum” in *Changing World Quarterly Journal* (2007).

Dr. Bush-Bacelis reports that she and **Dr. Fraya Wagner-Marsh** taught the first two courses for the fourth cohort in the MSHROD in China program. “They are delightful students who work very hard, as do we.” They met for 5 days in September and will meet again with the students in November to complete the courses. **Dr. Bush-Bacelis** was also elected Director-At-Large for the Association for Business Communication (ABC), which is the premiere U.S. and International professional organization for business communication.

Dr. Rick Camp has been recognized by the EMU Alumni Association for his superior teaching and received the prestigious Teaching Excellence Award on October 25, 2008, in a ceremony at the Student Center Ballroom.

Dr. Sanjib Chowdhury and **Dr. Eric Shultz** presented their research paper, “The link between task-specific and non-task-specific human capital and productivity in small businesses,” at the Academy of Management annual conference in Anaheim, CA, in August.

Drs. Megan Endres, Morgan Milner, and Sanjib Chowdhury had their article “Ambiguity tolerance and accurate assessment of self-efficacy in a complex decision task” accepted for publication in the *Journal of Management and Organization*. **Dr. Endres** and coauthors **Drs. Sanjib Chowdhury** and **Crissie Frye**’s article “The multifaceted nature of online MBA student satisfaction and impacts on behavioral intentions” has been accepted for publication in the *Journal of Education for Business*. **Dr. Endres** has also been selected as 1 of 18 Outstanding Reviewers for the 2008 Managerial and Cognition (MOC) Division of the Academy of Management from among 250 full-time reviewers. **Drs. Endres and Wong** also coauthored a paper with MBA student and GA, **Kyle Rhoad**, “When the E-Mail Hits the Fan” presented at the 73d Annual Convention of the Association for Business Communication in October 2008.

Dr. Linda Isenhour presented her paper “HRM and Business Growth Strategy Alignment in Service Firms” at the October 2008 Tenth Annual Global Business Development Institute Conference. Her coauthored paper “e-Recruitment: Research Gaps at the Intersection of Technology and Talent Attraction” was published in the *Academy of Taiwan Business Management Review* in August 2008.

Dr. Morgan Milner and coauthors, **Dr. Megan Endres** and **Connie Elliott** (MSHROD alumni), had their paper “A Time to Build: Maximizing Employee Engagement in the Workforce” accepted for publication in the *International Journal of Interdisciplinary Social Sciences*. **Dr. Milner**’s article entitled “Unforeseen Consequences of Breach in Education” was published in *Academic Exchange Quarterly* in Summer 2008. In addition, **Drs. Milner and Endres** also presented their paper “A Time to Build: Maximizing Employee Engagement in a Multi-Generational Workforce at the Third International Conference on Interdisciplinary Social Sciences in July 2008. **Drs. Milner and Endres** also had their paper “Application of the Self-Efficacy Model to Teaching Cultural Intelligence in Business Education” published in the *Academy of Taiwan Business Management Review* in August 2008.

Dr. Stewart L. Tubbs twice served as an invited speaker to the Henry Ford Health System's Leadership Academy in the summer of 2008 and taught for the seventh year in the Executive MBA program at Koc University in Istanbul, Turkey. This program has been rated as one of the top twenty Executive MBA programs in Europe. He has also continued his publishing activities with the following: 1) Tubbs, S. (2009) *A Systems Approach to Small Group Interaction* (10th edition). New York: McGraw Hill; 2) Tubbs, S., Husby, B., & Jensen, L. (November, 2008). *Integrating Leadership Development and Continuous Improvement Practices in Healthcare Organizations*, in the Proceedings of the Association for Global Business Conference.

Dr. David Victor was an invited speaker on "Creating a Global Culture of Collaboration" in June at the Bentley College Cyberlaw Center Symposium on the Internet Commons in Waltham, MA.

Dr. Mary Vielhaber and Dr. John Waltman had their paper "Changing Uses of Technology" published in the July 2008 issue of *Journal of Business Communication*.

Dr. Fraya Wagner-Marsh, SPHR, GPHR, continues her support of the American Cancer Society by participating in the Making Strides against Breast Cancer walk in Ann Arbor. Fraya's team, Fraya's Friends, continues to be a pacesetter by raising over \$2000 for cancer research. Fraya has been asked to serve on the Advisory Board for Skyline High School in Ann Arbor and continues to serve on the Human Resource Association of Greater Detroit Advisory Board and the Scholarship Committee for Greater Ann Arbor SHRM.

Fraya, Dr. Stephanie Newell, and Dr. LaVerne Higgins (Associate Dean of the COB) were presenters at the 2008 Academy of Management annual conference in San Diego, CA. They were part of one of the All Academy PDW (Professional Development Workshops) on "Sharing Best-Practices in Academic Administration: The Questions We Need to Ask Ourselves." **Dr. Wagner-Marsh** also attended the national SHRM conference in Chicago, IL in June and the Michigan SHRM conference in Dearborn, October 15-17. **Fraya and Drs. Stephanie Newell, Linda Isenhour, and Kunal Banerji** will be presenting at a session on "Entrepreneurs and Human Resources: A Workshop Discussion of Research Opportunities" at the Southern Management Association conference in St. Petersburg, Florida, October 28-November 1. **Drs. Eric Schulz and Sanjib Chowdhury** also contributed to the paper accepted for this session.

Dr. Diana Wong has continued to invigorate the professional leadership at the Ann Arbor chapter of ASTD by involving four of our alumni, Dawn Elgas-Blasch (President), Nicole Johnson (VP Finance), Kathy Metta (VP Membership), and Stephanie Lambers (Member at Large). *See the highlights in the alumni section of the newsletter!* Dr. Wong has also participated in the following scholarly activities:

Bestehorn, T., & Wong, D. (October, 2008). *Build It and They Will Come: Strategic Construction of Onboarding for Leadership Pipelines*. This paper, presented at the Midwest Academy of Management in St. Louis, MO., addresses how strategically aligned onboarding programs can compress time to 100% productivity for new employees in a role. Onboarding programs are contrasted with more traditional employee orientation programs to identify important issues for optimizing performance in reduced time frames of employees who are new to a role due to promotion and new hires into an organization.

Wong, D., & Kessler, E. (Eds.) (in press 2009). *Cultural Mythology and Global Leadership*, Pace University. This is a project that involved working with authors to address how cultural mythologies from 20 countries and four regions of the world shape global leaders' norms, values, and behaviors. Each chapter also includes reflections and vignettes from leaders of the respective cultures.

Dr. Greg Huszczo had his book "Making a difference by being yourself: Using your personality type at work and in relationships." published by Davies-Black Publishing.

MSHROD Alumni Interview: Adrian Ong

By Dr. Eric Schulz

Adrian Ong is an April 2006 graduate of the MSHROD program. Adrian received his bachelor's degree in Management from Eastern Michigan before coming to the MSHROD program. He completed the program in two years. He is currently employed as a Senior Compensation Analyst for Chrysler Corporation of Northern America

Among the duties that Adrian has performed for Chrysler are to review salary grades, perform job analyses, create and update job descriptions, perform market pricing, and examine salary surveys. Prior to working for Chrysler, Adrian served as both the Vice President and President of the MSHROD chapter of SHRM while at Eastern Michigan University. Adrian also helped organize the HR games as part of his duties for SHRM.

Adrian entered the Eastern Michigan MSHROD program because of the convenience of the schedule, the reputation of the program, and the exposure he had to the administrators and faculty that he met before entering the program. While a student in the program, he enjoyed the comprehensive nature of the program, the program's flexibility, the small size of the classrooms and the attention that he received from the faculty. His favorite professors while enrolled in the program were Dr. Sanjib Chowdhury and Dr. Diana Wong.

Specific advice that Adrian suggests for all current MSHROD students is to work hard, follow instructions for practicum, network as much as possible, and get involved with the MSHROD Alumni group as you become practicum eligible.

Practicum Projects Provide HR/OD Consulting Skills to the Community

Mahdi Alqatani has contracted with the department of human resources management at M. D. Anderson Cancer Center to provide team building skills. Interviews and a survey will be used to assess the current level of their team effectiveness. A tool kit will be developed to support a team-oriented approach to designing, developing, and implementing continuous improvement.

Chevetta Burton will be doing a research project on Emotional Intelligence and Transformational Leadership. She will report how they relate to each other. The main focus of this study will be on the relationships between Interpersonal and General Mood EI and the Leadership Practices namely 'Inspire a shared vision and Enable Others To Act' amongst female middle managers. She will report her findings which will also show which group of female managers show higher levels of EI over (or under) the age of 40.

Kela D. Green is working with POWER Inc., a faith-based, non-profit organization geared towards providing family support services in Washtenaw Co. Her project involves developing and implementing a New Employee Orientation handbook and on-boarding process.

Ana Grbic has contracted with MBCG to design a new onboarding program. She is conducting an online assessment with employees hired in the past six months to assess the effectiveness of the current efforts. The final product will be a tool kit composed of a new hire checklist for managers and a HR onboarding session that will highlight the company history, strategic direction and various programs and policies.

Kesha Hobley is working with an Ann Arbor based organization that specializes in the marketing, design, and manufacture of bearings and precision machinery. She will research and benchmark best practices associated with the exit interviewing. She plan to provide the organization with recommendations to revise their current exit interview process.

Ruchi Kapoor is working with the City of Ann Arbor to develop an "Employee Recognition Program". The project entails defining program goals, establishing clear guidelines for recognition and providing suggestions for possible ways for rewarding employees. The program will also include a step by step quick recognition guide for the managers. The programs will be designed by careful review of the literature, industry standards and other public sectors that have a similar program.

Stratos Kotzabassi is with the Society for College and University Planning, which has asked him to look into job satisfaction at their organization. In order to achieve this he will be conducting two surveys and interviews. Literature research will be done in order to illustrate the necessity of optimal job satisfaction and, ultimately, a report of his findings and recommendations for implementation will be presented to both my the primary client as well as the full staff.

Catie Schmittling is working with the Human Resources Department of CIG Corp, a Financial Services/Wealth Management firm out of Southfield, to develop a strategic plan for Human Resources to improve CIG Corp.'s internal Recruiting, Compensation, and Training and Development process and policies or procedures to support the organization's projected five year strategic plan. A major source of information will be the identification of Human Resources Best Practices.

Kim Tath will be working with a non-profit medical clinic to define processes to identify, select, and motivate an outstanding Board of Directors. She will be using literature and Board Connect, Ann Arbor to research these issues. She will also formulate an exit interview.

Josh Weil is working with a traumatic brain injury (TBI) rehabilitation facility in the Washtenaw County. The project will examine ways to try and improve the retention rate within this organization. He will use two different forms of data collection, questionnaires and interviews, to collect data on employee opinions of the company including strengths and weaknesses. From this information collected as well as research on best practices he plans to give his client helpful feedback and recommendations on how to improve their retention rate for the future.

Greetings from China

By Dr. Eric Shultz

This past May I had the great fortune to return to Tianjin China where I taught compensation administration at Tianjin University of Commerce to the third cohort of Chinese graduate students earning their MSHROD degree. I traveled to Tianjin with my Management Department colleagues Jean Bush-Bacelis and Fraya Wagner-Marsh. The compensation course is organized almost identically like the course on our Ypsilanti campus in its emphasize on the strategic role of employee compensation, creation of a pay structure through internal job evaluations and market pricing, and compensation of special occupations such as a sales force. Some differences invariably exist between the courses taught in Ypsilanti versus that taught in Tianjin. For instance, there is greater emphasis given to international pay during the class in Tianjin while the role of compensation and United States law is omitted.

As with previous cohorts I greatly enjoyed instructing the students from Tianjin. Like previous cohorts, of Tianjin University Commerce, these students were very hard-working, personable and seriously dedicated to learn about the field of human resources and organizational development. One of the more striking moments for me was when I was returning to my dormitory room at 10:00 PM to encounter nearly the entire class of students working to complete my group compensation project. This followed their spending the entire day in the classroom.

Among the faculty members that teach in Tianjin, I am notable for my course is always scheduled at the conclusion of their studies. Therefore, I am exposed to the Tianjin students when their English is at its height. It was a distinct pleasure to witness the strong command that this cohort of students had of English, which surpassed the two earlier cohorts. Saying that, some American colloquiums and compensation expressions still do not translate. The term “wage freeze” drew puzzled looks from my students and telling them that I was going to “give someone a piece of mind” had them absolutely perplexed.

The entire teaching time at Tianjin University of Commerce continues to be a great opportunity for myself and all those who have the opportunity to be a part of the program. While always a wearing experience in terms of the compressed time-frame and time differences, the exposure to the Tianjin students and Chinese culture make this a uniquely rewarding experience. I am looking forward to returning with Dr. Wagner-Marsh in September, 2009 to work with the 4th cohort of the compensation class, while she aids the students in completion of their practicum projects.

2008 MISHRM State Conference in Dearborn

By Peter Anthony

I was able to attend the 20th Michigan SHRM State Conference in Dearborn this October. During the three day conference there was opportunity to attend multiple workshop settings concerning many areas of the Human Resource profession. These areas included Global HR, Technology and HR, Employee Development, Diversity Management, and current HR trends. Though I spent the majority of my time volunteering, the experience of attending the conference was valuable on many personal levels. I was able to network with many local and regional HR Professionals as well as take in speakers who offered inspirational and insightful knowledge to the HR profession.

As part of this event I had the opportunity to listen to a great keynote speaker. During the Thursday luncheon Ed Barlow, President of Creating the Future, Inc. spoke on the future of HR. Ed, an internationally known and respected futurist spoke about the changes that will need to be navigated by individuals, industries, and organizations to succeed in the future. His presentation was insightful and incorporated visuals to better understand the implications and prepare for the change that will influence the future of the HR profession.

The other keynote speaker at the 2008 MISHRM State Conference included Steve Miranda, SPHR, GPHR, Chief Human Resource, Strategic Planning and Diversity Officer, Society for Human Resource Management (SHRM). Steve spoke on how HR professionals can navigate their growing strategic role and drive business. Steve has been credited for the development of world-class programs in HR to support the world's largest professional HR organization.

As a participant of this year's conference, I would encourage all students to take advantage of these events and actively engage in SHRM. As a student in the MISHROD program the Conference was a great opportunity to network, and to comprehend more about the HR profession, and invest more in my personal career. I invite all students to attend the 2009 MISHRM Conference so that you may, as HR professionals, understand that those programs which are available to you will prepare you to bring change in organizations and learn how to make that change work.

2008 National SHRM Conference in Chicago, Illinois

By Maureen Dixon

The 2008 National SHRM Conference was held in Chicago Illinois this year. The conference was crowded with HR Professionals from across the United States, all eager to network, and seeking to gain insight as to what HR is currently facing.

As upcoming HR Professionals, student SHRM chapter members from across the United States attended the student conference. A former SHRM President gave a kick-off presentation urging students to be shameless in their attempt to network. She stated that the SHRM conference held unlimited possibilities for us as upcoming professionals, and now was the time to make yourself known to those in the field. Throughout the day students were able to attend presentations including how to create a great resume and how diversity is much more than meets the eye.

The rest of the nearly weeklong conference welcomed thousands of HR professionals, hundreds of speakers and offered many presentations from which to choose, and hundreds of companies that provide support to the HR field. The National SHRM Conference is a phenomenal way to stay in touch with what is happening in the field, while also providing valuable knowledge to bring back to your company.

General Announcements

EMU COB HR Programs Receive Grant from Chrysler Foundation

Special thanks to Chrysler Foundation for granting EMU's HR program a \$7,500 grant. This money is used to promote HR education at the undergraduate and graduate levels and is used to help sponsor the HR Games teams and the students that participate in both state and national SHRM conferences.

Three HR Professionals Added to Department Advisory Board

We welcome three new HR professionals to the Management Department External Advisory Board:

- 1) **Rita Fields**, VP, Talent & Workforce Strategies, Henry Ford West Bloomfield Hospital;
- 2) **Juliet Hafford**, Director of HR, Oakwood Southshore Medical Center, Trenton, Michigan;
- 3) **Steven Spencer**, VP, HR, HCR ManorCare, Toledo, Ohio.

Continuing board members include:

Don Davis, VP, HR/Customer Relations, HAP, Detroit; **Dr. Christine Day**, EMU; **Thomas Emerson**, ER Director, Owens Corning, Toledo; **Thomas Gannon**, SPHR, Senior VP, HR & Communications, United Bank and Trust, Tecumseh; **Nancy Gerhardt Davies**, HR Director, Bodman LLP, Detroit; **Mark Jones**, President, Leadership at the Crossroads, Brighton; **Karla Kretzschmer**, SPHR, Consulting & Coaching, Farmington Hills; **Renee Merchant**, President, Delta Systems, Brooklyn; **Joan Moore**, SPHR (Board Co-Chair), President, The Arbor Consulting Group, Northville; **Bill Peterson**, VP HR, McLaren Health Care Corporation, Flint; **Ray Walters**, Managing Director, Detroit Community Loan Fund, Detroit; **Gary Yezbick**, SPHR (Board Co-Chair), VP, Operational & Technological Services, Masco Corporation, Taylor

Nominations Are Now Being Accepted for the Arbor Awards for Excellence to Honor Best HR Practices

The Arbor Consulting Group, Inc., together with Eastern Michigan University, Master of Science in HR/OD program, is pleased to announce its Call for Nominations for the tenth Arbor Awards for Excellence. The Arbor Awards recognize organizations and HR professionals who have implemented best practices in the field of human resources. To download a nomination form and for more information on the Arbor Awards, visit www.arborhr.com. The Arbor Awards for Excellence program began in 1996 to recognize Human Resources Professionals and their organizations for implementing innovative best practices in the field. The Arbor Awards is the most coveted Human Resources award in the state of Michigan.

Looking for a Worthwhile Tax Deduction? Donate to 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, GPHR at 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 and clicking on Foundation. Be sure to designate the MSHROD Development Fund. Thanks!!

MSHROD ALUMNI ASSOCIATION

There will be a meeting of the MSHROD Alumni Association on Monday, November 17th at 6:30 PM at the Livonia campus. All Eastern Michigan University MSHROD Alumni or current practicum eligible students are invited to attend. If you are a MSHROD alumni and interested in becoming an officer or finding out more about the MSHROD Alumni Association, please contact Jennifer Mack at jennifer.mack@avlina.com or Dr. Eric Schulz at eric.schulz@emich.edu.