

**MSHROD Newsletter**  
**Winter 2002**

**Notes from the Program Co-Directors**  
**Dr. Fraya Wagner-Marsh, SPHR &**  
**Dr. Jean McEnery**

This has been an especially busy academic year for all of us in the Management Department. As many of you know, we have three of our faculty members (Dr. Mary Vielhaber, Dr. Jean Bush-Bacelis, and Dr. Debbie Ettington) out on yearlong research sabbatical leaves. We also have Dr. Denise Tanguay and Dr. Stephanie Newell on 50% release time on a Faculty Research Fellowship and Dr. Ray Hill was teaching in Thailand during the Fall semester for a one-semester sabbatical. This is a wonderful opportunity for these faculty to do some very interesting research but has kept the rest of us hopping.

We have just completed a faculty search for a new faculty member in the Strategy area to replace Dr. Jagdish Danak who is retiring at the end of Spring term. We had three candidates visit our campus. We are extremely excited to announce that Dr. Diana Wong has accepted our offer and will begin September 2002. Dr. Wong has her PhD in Business Policy and Strategic Management from the University of Massachusetts and is currently an assistant professor at Bowling Green University. She is a wonderful teacher and researcher and will be a wonderful addition to our Management Department team.

On April 27, Eastern Michigan University will have Spring graduation ceremonies. Commencement ceremonies will begin at 2:00 p.m. at the EMU Convocation Center. Congratulations to Jerri Atkins, Ben Christian, Jennifer Johnson, Navin Kuman, Heng-Chuan Nieh, Richard Opland, Vivienne Outlaw, Cherie Pandya, Catherine Riggs, Kate Schwartz, Wipada Saichamjuntr, Christine Schaefer, Anne Seaman, Ken Szmigiel, James Topel, Kristen VanLente, Shelley West, and Angela Zarkov. These students are finishing up their programs either this semester or during the Spring/Summer terms.

Be sure to check out the new electives for this summer and there will be a special topics course on Ecommerce taught by Dr. Debbie Ettington in the fall and a new MGMT605 online class for the fall.

Our business foundation requirements have been reduced, so you have not completed your business foundation courses be sure to contact Fraya. Also, these changes will be indicated on our website at [www.mshrod.emich.edu](http://www.mshrod.emich.edu). If you have not checked out our website lately, give it a peak.

Be sure to attend the MSHROD Alumna Speaker Event on March 11, 4:45-6:15 p.m. in room COB114. Nancy Madigan of Deloitte & Touche will be speaking and it will be a great opportunity for you to network with alums, students, and prospects for the MSHROD program. (See flyer inside newsletter).

We are continuing our efforts to recruit new students for our MSHROD and our Graduate Certificate in HR programs in the College of Business. If you know of anyone who may be interested, let us know and we will give them a call or send them some materials. You can also direct them to the website. We know that our current students and alumni are one of our best sources of new students so please continue to send good students our way.

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## **Focus on an HROD Student**

### **By Desiree Penn**

Shelley West is the First Vice President and Senior Consultant in Executive Leadership Development at Bank One. She has been with the organization for 20 years and has been in the HR/Training/OD arena for 15 of those 20 years. Prior to that Shelley worked in Bank One's Retail branch network. She comments that she is "fortunate enough to have a position which allows me to participate in the Bank's flexible work options program and work from home part of each week." She has a wonderful 16-year old son and fiancé who make it possible for her to work full-time and participate in the MSHROD program by providing their support and encouragement. For her the MSHROD experience has been a great one! Following are a few questions Shelly answered in regards to work and the MSHROD program.

### **Which classes and /or projects have helped you most in your current position?**

I truly have found all of the classes I've taken and projects I've been involved with beneficial to my current role. I've found that in most instances, I was able to leverage current challenges at work by including them as my class projects. Only in a couple of instances were we assigned team projects that dealt with external clients. Again, I found these extremely beneficial because they provided a whole other dimension to OD work.

### **Would you recommend the MSHROD program for someone who wishes to specialize in an area of HR or for someone who wishes to become a generalist?**

If you mean an HR generalist, I would absolutely recommend the MSHROD program. I also highly recommend the MSHROD program for anyone in the OD or training and development fields—even people who have been doing this type of work for years. As someone with 15+ years of experience in the field, I learned new things through the excellent program faculty as well as my classmates. If an individual is more interested in a general business degree, I would recommend the MBA.

### **Describe a typical day on the job?**

I actually find that there tends to be no "typical" day in HROD. Each day brings new opportunities and challenges based on the needs and issues of the clients. In general, I spend my time responding to various managers questions/ issues around change, leadership, and employee performance. In addition, we have a corporate-wide 360-degree feedback process which I manage, so there are always questions regarding that system and process. As an OD Consultant, I have the opportunity to work with both line/field managers and HR Business Partners. This work affords a broad view of the organization and allows me and my colleagues to stay up-to-date on critical issues facing the business—both externally and internally.

### **Tell me five things that are interesting and challenging on the job?**

People—working with such a diverse audience with unique needs and desires.

Change—it never ends and with it comes apprehension and excitement for all involved.

Building relationships—in a large corporation (70,000+ employees) it is critical that you establish a strong network; you'll have more of an impact and enjoy your work more.

Opportunity—it is always there if you look for it, see it in everything, and are open to it.

Understanding the business—in the OD and training and development field it is imperative that we understand the broader business of our organizations. Only then will we truly be able to understand how our products, processes, and services add value.

**The 2002 Results of the Arbor Awards for Excellence:  
Honoring Best Practices in Human Resources  
(Co-sponsored by the MSHR/OD Program)  
By Nicole Beaudoin**

The Arbor Consulting Group, Inc. and Eastern Michigan University's Master of Science in HR/OD program announced the winners of the sixth annual Arbor Awards for Excellence on February 7, 2002, at the Ritz-Carlton, Dearborn. Dr. Fraya Wagner-Marsh and Joan E. Moore presented Waterford Crystal Arbor Awards to General Motors Corporation, Masco Corporation, South Lyon Community Schools, and the Washtenaw County Book Manufacturers Roundtable. In addition, seven organizations were recognized with Special Tribute Awards.

The Arbor Awards and Special Tribute Awards are designed to recognize organizations and HR practitioners who implement innovative programs and practices while demonstrating professional excellence. Nominated practices must represent an outstanding accomplishment, reflect effective human resources management, and produce significant results in order to be considered for an award.

The following are brief descriptions of the practices recognized in the 2002 Arbor Awards for Excellence program:

**General Motors Corporation**

*e-Folders*

General Motors Corporation used technology to centralize and share up-to-the-minute HR information, knowledge and expertise throughout a highly-decentralized, global organization. e-Folders have revolutionized the way GM's Global Human Resources function transfers HR knowledge.

**Masco Corporation**

*Masco Leadership Program in Operations Management*

Masco Corporation developed an operations management leadership program, using internal and external resources, that has promoted personal growth and the sharing of Best Practices company-wide. It has also created substantial cost savings for Masco. Conducted in conjunction with Michigan State University's Eli Broad School of Management, the program focuses on an application-based approach in which students analyze their own operations and develop financial improvement targets while developing complex business and leadership skills.

**South Lyon Community Schools**

*Managing/Improving Guest Teacher Performance*

South Lyon Community Schools developed a program that addressed multiple substitute teacher challenges. The program provides the school system with a cadre of high-quality, engaged substitutes. The success of this program benefits students, the school district, regular teachers, guest teachers and even other school districts, with a win-win approach.

**Washtenaw County Book Manufacturers Roundtable**

*Workplace English as a Second Language*

The ESL program was developed to help roundtable members learn how to better communicate with employees from different countries and cultures in their workplaces. Employees from each organization are trained and serve as mentors, which has given them increased recognition and respect in the workplace. As a result of the program, manufacturing errors have been reduced, employee satisfaction is higher, and managers are less frustrated about communication, basic skills training and re-training.

In addition to the four Arbor Awards for Excellence recipients, seven Special Tribute Award winners were chosen. Those winners include:

- **Bon Secours Cottage Health Services**  
*Performance Evaluation Program*
- **DaimlerChrysler Services NA LLC**  
*HR Generalist Best Practices Sessions*
- **Detroit Metro Convention & Visitors Bureau**  
*Technology Financing Plan*
- **Henry Ford Health System**  
*System-wide HR Policy Initiative*
- **J. Walter Thompson**  
*infusion! Automated Work Flow Rollout*
- **Pfizer Global Research and Development**  
*"Movin' On" Change Intervention*
- **Providence Hospital and Medical Centers**  
*Becoming an Employer of Choice*

Congratulations to all these organizations on their accomplishments! For more information, contact Nicole Beaudoin with The Arbor Consulting Group at (248) 349-9002.

## **Focus on Faculty**

**John Waltman** attended a two day workshop on Action Learning sponsored by Linkage, Inc. in Atlanta in late January. John states that the workshop "was interesting - - I learned a lot about the HROD area and met some interesting practitioners in the area". John has also received notice that his article "Beating the Paperwork Demon in Online Instruction" was accepted for publication in online classroom.

**Debbie Ettington and Jean McEnery** will be attending Western Washington University's College of Business and Economics 2002 Excellence in Management Education Symposium on Integrating E-business into the Business Curriculum, April 27, 2002.

**Greg Huszczo** had a book review published in Personnel Psychology. He has a contract for a book titled Tools for Team Leaders. Greg is also consulting for Ford, the UAW and a few other organizations, including the United Methodist Church. He was chosen as one of the 25 most knowledgeable professionals on the use of the Myers-Briggs Type Indicator in organizational settings. The chosen professionals are being brought together for a conference in Dallas in February to brainstorm future directions for the use of the instrument. He has been invited to speak at the state conference on partnerships between unions and management which will be held in Lansing on April 18-19. Lastly, Greg notes that he loves teaching MGMT 486 in the "Teams Room" (Room 217 Owen) with the new round table and chairs that he got a client to donate.

**Stu Tubbs** On November 9, 2001 Stu received "The Crystal Apple Award" at Michigan State University. The award is "A tribute to Outstanding Educators." This is Stu's fourth award for his outstanding teaching at The University of Kansas, General Motors Institute, Boise State University and EMU. Tubbs serves as a Contributing Editor of the Journal of Leadership and Organizational Studies (formerly The Journal of Leadership Studies). Stu also spoke at the Greater Ann Arbor SHRM meeting on February 12 on "Seven Guidelines for Improving Employee Retention".

**Eric Schulz** was one of the twelve recipients of the Eastern Michigan Spring/Summer research awards.

**Dr. Fraya Wagner-Marsh, SPHR**, participated in the Jaffe Raitt Women in Business Roundtable on The Savvy Business Women in Detroit on January 15. She also made a presentation to the HR Staff at EMU on January 16 and the HR Academy at the University of Michigan on February 15 on Certification in Human Resources. On February 18, Dr Wagner-Marsh, gave a presentation to the Mid-Michigan HR Association in Mount Pleasant on "What CEOs Want from HR."

**Crissie Frye** received the "Provost's New Faculty Research Support Award" for 2002. She will be conducting research to identify personality traits and situational variables that may have a direct or indirect affect on employees' reported job satisfaction. This project extends her dissertation research, in her dissertation she found that the personality trait of emotional stability had both a direct and indirect affect on employees' reported job satisfaction.

**Mary Vielhaber** attended a seminar in Strategic Leadership Development to become certified to administer the Leadership Effectiveness Analysis (LEA), a 360 degree leadership assessment instrument. The LEA provides feedback on 22 leadership practices based on self-report data as well as the perspectives of bosses, peers and direct reports. The LEA was developed by The Management Research Group in Portland, Maine.

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

**Shelly Pfister, SPHR** (1997) received her SPHR certification, December 2001.

**Minta VanReesema** (1995) gave birth to a beautiful baby girl last fall.

**Bill Hendry** (1989) has been named the Northern District Director for the Michigan Council of SHRM

**Molly Sheldon, PHR**, was awarded the Farmers Insurance Group scholarship for 2001-2002.

**Kate Schwartz** (formerly Ryan) was married last year and they just bought a home in Toledo.

**Nicole Beaudoin** was elected president of the EMU Student Chapter of SHRM.

**David Kozlowski** received his Graduate Certificate in HR from EMU, December 2001.

**Tamara Myles** successfully completed Graduate Certificate in HR from EMU and has applied for the MSHROD program.

## **Welcome to new MSHROD Students**

**Nicole Beaudoin**, currently working for the Arbor Consulting Company, and graduated with a business degree from EMU in April 2001

**Desiree Penn**, currently working as a GA in the Management Department, and graduated with a business degree from EMU in December 2001.

**James Buckley**, currently working as a Technical Recruiter, and graduated from EMU with a Psychology degree.

**Tremayne Champion**, currently working at TCF Bank, and graduated from EMU with a business degree from EMU in April 2001.

**Robert Cole**, currently working as a Personnel Manager, and graduated from CMU in business.

**Joy DiPonio**, currently working as a nurse at Detroit Receiving Hospital, and graduated from University of Detroit, Mercy, with a degree in nursing.

**Laura Gaviglio**, currently working as an HR Generalist for Uni Boring Company.

**Rachel Grimm**, who graduated from EMU in business.

**Helen Halpin**, currently working as a consultant with AON Consulting, and graduated from Oakland University.

**Jennifer Hunter**, who graduated from Western Michigan University in business.

**Dan Merten**, currently working as a recruiter with Management Recruiters International, and graduated from EMU in Communications and Psychology.

**Matthew Parsons**, who graduated from CMU with a degree in Food Services Administration.

**Sandra Paulson**, currently working as a Director of Lifespan Clinical Services and graduated with a Masters degree from Western Michigan in Psychology.

**Karen Potempa**, currently working as a HR Generalist for Broe Rehab Services, and graduated from EMU in business.

**Jennifer Raimer**, currently working as an Administrative Assistant with Roush Industries, and graduated from EMU in business.

**Marcia Simpson-Smith**, currently works as Pfizer, and graduated from Michigan State University.

**Yvonne Spraggins**, currently works as a Youth Development Specialist and graduated from Western Michigan University in Psychology.

**Krista Stafford**, who graduated from Johnson and Wales University in Hotel and Restaurant Management.

**Jeffrey Tomschin**, currently works as Manger of Corporate HR for Phillips Service Industries, and graduated with a Communications degree from Truman State University.

**Karen Todd**, currently works as a Project Administrator for URS Corporation and graduated with a degree in Spanish from Grand Valley State University.

**Dean Tygart**, currently works as Service Manager for Kelly Services and graduated with an Accounting degree from Lee University.

**Flavia Xavier**, previously worked as HR Generalist for beverage corporation in Brazil, and graduated with an undergraduate degree in Economics and a Graduate Certificate in HR from Southern University of New Hampshire.

### **New Graduate Certificate Students**

**Tina Hiner**, who graduated from Wayne State University in Political Science.

**Angela Figura**, currently works for Conway Central Express as an analyst in the HR Department, and graduated from EMU in Psychology.

### **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).

### **New MSHROD Website Address**

We are very happy to announce that we've recently created a new, MSHROD web address that 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.

### **New Graduate Class for Summer 2002**

Professor Stu Tubbs is offering a new course for Summer 2002. "Negotiation and Influence Strategies" will be listed as MGMT 592, Special Topics. The course will be based in part on a program of the same name that Stu took at Stanford Graduate School of Business last April. It will focus on all forms of Negotiation and Influence, except for Labor Relations.

If you are interested, or if you have questions, you can contact Stu at Stu.Tubbs@emich.edu. Enrollment will be limited to the first 24 students!

### **MGMT 681: Strategies for Managing Employee Performance Offered in Traverse City July 13-19**

A Special Topics course, "Strategies for Management Employee Performance," is being offered by the Department of Management this Summer in Traverse City from July 13 – July 19. The course is designed to examine approaches used in organizations today to attract, develop, and retain talented employees who create a competitive advantage. The course will focus specifically on successful coaching strategies that can be used to manage and enhance employee performance.

Before the course begins, students will be expected to read, The War for Talent by Michaels, Handfield-Jones, and Axelrod. Based on case studies from 27 leading companies and surveys from 13,000 executives at more than 120 companies, The War for Talent presents a convincing argument for developing strategic approaches for managing employee performance in order to compete for the best talent. During the class, students will read The Complete Guide To Coaching at Work by Zeus and Skiffington. The class will include lecture, discussion, case studies, role plays, and experiential exercises. Class assignments will include a journal documenting class activities and a final paper submitted in early August. The final paper will be either a research paper or a proposal for new talent management strategy for your organization.

For more information, please contact the instructor, Mary Vielhaber, Ph.D. at mary.vielhaber@emich.edu.

### **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:

**Vivienne Outlaw** will be examining a multi-unit work team at the University of Michigan's Institute for Social Research Survey Research Center. Her client, Barbara Ward, Project Services Unit Director, would consider this project successful if there were measurable improvements in team communication and efficiency.

**Ben Christian** is updating an employee handbook, specifying the delivery method of the handbook, and revamping policies for Trijicon Inc., a manufacturer of gun scopes and night sights in Wixom.

**Kenneth Szmigiel, PHR** has been certified as a PHR since 1997. He has also worked in Human Resources for 10 years in various industries including airline, automotive, and education. He is consulting with Pepsi Cola on their diversity program.

**Richard Opland** is working with the Northville Township Police Department on creating a performance appraisal system that will be used to identify performance deficiencies and used as input in the promotion process.

**Jennifer Anastos Johnson** is working with RGIS Inventory Specialists in developing a process which will assist area managers in providing effective and efficient training to their auditors. Jennifer will also provide the client with a facilitator tool/manual to ensure consistent training.

**Angela Zarkov** is working with Ford Motor Company's Manufacturing FCG Group and the Manufacturing FCG Planner on policy implementation for an off-program placement for FCG's (Ford College Graduates).

**Anne Seaman** is working on improving student satisfaction with EMU's Academic Advising Center. She loves school so much that she hopes to continue working in Student Services in higher education after the practicum project.

**Shelley West** is working with Suburban Sports and Entertainment to develop Suburban University, an internal education curriculum/process for all employees, designed to grow and evolve as the company does.

**Jim Topel** is working with the recruiter at the 200th RED HORSE Squadron of the Ohio Air National Guard to develop a recruiting process to recruit non-traditional recruits. Jim has been a member of the Ohio Air National Guard for seven years and has been a military member for nine years.

**Kristen Vanlente** is working with Textron Fastening Systems in Sterling Heights. The project is still evolving. It started to be a Human Resource Reference Manual, but she may have to take on something different with some element of OD involved.

## **Another First for the EMU SHRM Chapter**

**By Molly Shelton**

The Eastern Michigan University SHRM student chapter will be hosting the 1<sup>st</sup> Annual Michigan HR Games on Saturday, February 16, 2002 at the College of Business. The Collegiate Competition is an event for SHRM student chapters designed to foster friendly competition between universities. It provides a positive and fun way to prepare students for the human resource profession and the Professional in Human Resources (PHR) certification exam conducted by the Human Resource Certification Institute (HRCI).

The inaugural event in the state of Michigan will be attended by students from Central Michigan, Davenport, University of Michigan – Flint, and Eastern. Using a Jeopardy style format, teams of three undergraduate students from each school compete over several rounds to reach the finals. The event will begin at 8:00 a.m. and culminate with an awards dinner starting at 5:45 p.m., featuring guest speaker and local celebrity Kevin Olmstead, \$2.2 million winner on "Who Wants to be a Millionaire," the largest game show prize in history. Mr. Olmstead will also be the moderator (a la Alex Trebec) for the championship round.

In addition to the pride in being chosen to represent their university, the winning student team will also represent the state of Michigan in the Area III competition (10 states), being held in Toledo in March 2002. The winner of each of the six area events will compete at the National finals scheduled during the SHRM Annual Conference in Philadelphia. Winning teams from each area will receive a paid trip to the Annual Conference and the team members will have their HRCI test registration paid for.

EMU's teams, coached by Dr. Fraya Wagner-Marsh, SPHR, have been studying and practicing diligently, and have aspirations to represent EMU and the state of Michigan at the National competition!

# 54<sup>th</sup> Annual National SHRM Conference in Philadelphia

By Nicole Beaudoin

The Society for Human Resource Management will be holding the 54<sup>th</sup> Annual National Conference and Exposition in Philadelphia from June 23<sup>rd</sup> to 26<sup>th</sup>, 2002. It is sure to be an exciting event, as Time Magazine's 2001 Person of the Year, speaks to SHRM. Rudolph Giuliani, former Mayor of New York City, will open the conference on Sunday, June 23<sup>rd</sup>. Giuliani is one of four keynote speakers scheduled to deliver powerful messages on a variety of issues critical to professionals preparing for the human resources challenges of today. Other keynote speakers include: David McCullough, Pulitzer Prize winning author, Gordon Bethune, CEO of Continental Airlines, and Star Jones, co-host of the View.

In addition to the keynote speakers, the conference provides for many other enlightening and developmental opportunities in their concurrent sessions. Sessions are designed according to competencies or knowledge areas needed by HR professionals. Categories include: HR and the Law, Rewarding Employees, Work-life Balance, and much more. As a former conference attendee, I can attest to the statement that there is definitely "something for everyone." For information on attending the conference, visit SHRM's website at [www.shrm.org](http://www.shrm.org).

## Schedule of Upcoming Classes

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

**Elective Courses: Student must**

MGMT 602-Theory and Techniques of OD Prerequisite: MGT 605 Offered: Fall	MGMT 615-Organizational Design and Strategy Prerequisite: MGT 605 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 Prerequisites: MGT 602 Offered: Winter	MGMT 625-Management in Unionized Settings Prerequisite: MGT 609 Offered: Spring
MGMT- 628-Human Resource Development Prerequisite: MGT 605 Offered: Fall, Livonia Campus Offered: Winter	MGMT 638-Continuous Improvement Teams Prerequisite: MGT 605 Offered: Winter
MGMT 688-Practicum Offered: Winter Prerequisites: All core course and 2 Electives	MGMT 648-Communication and OD Offered: Fall, even years
MGMT 696-Management Strategy and Policy Offered: Fall, Winter and Spring	