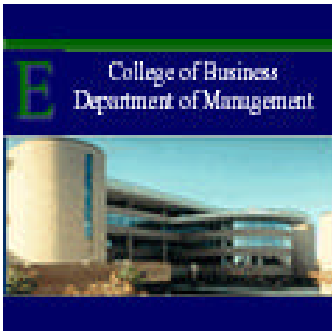


WINTER 2003



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MSHROD NEWSLETTER

NOTES FROM THE PROGRAM CO-DIRECTORS

DR. FRAYA WAGNER-MARSH, SPHR &

DR. JEAN MCENERY

Hello, to all our alums, students, prospects, and friends. I hope everyone is staying warm. There are a lot of exciting things going on at EMU, the COB, and the Masters of Science in HR and OD.

Last semester the department was very busy with recruiting. We successfully recruited two new faculty members for the Management Department who will start during the 2003-2004 Academic Year. Dr. Megan Endres received her Ph.D. in Management with an emphasis in Organizational Behavior from the University of North Texas in 1998 and her M.B.A. from Texas Christian University. Dr. Endres has been working as a consultant in Boulder, Colorado, since 1999 and we are pleased to have her join us in the Organizational Behavior and Organizational Development areas. Linda Isenhour is our second new faculty member. She is finishing her Ph.D. in Management at the University of Central Florida and has a MS in Management from Massachusetts Institute of Technology. Ms. Isenhour was the Assistant Vice President for Organization, Planning, and Design for Bellsouth and the Assistant Vice President for Human Resources for Southern Bell. She will be teaching in the Human Resources area and has special expertise in Human Resources Information Systems. We are thrilled to have both of these faculty members joining our team.

The MSHROD program continues to grow. We currently have 62 MSHROD students and another 32 Graduate Certificate students enrolled for Winter 2003. That is a 62% increase since Winter 2001. We also will be offering courses required for the Graduate Certificate in Organizational Development at our EMU Livonia Center. Since we already offer the courses for the Graduate Certificate in HR at the Livonia facility, that means that students could complete the entire MSHROD at that facility in the near future.

Other exciting news is that the Chinese government has just approved a Joint MSHROD Program between Tianjin University of Commerce and EMU. This would be the first Masters of Human Resources offered in China and would offer many of our faculty the opportunity to teach HR courses at Tianjin.

Also, please check out our website at www.mshrod.emich.edu

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What I did on my sabbatical...

Jean Bush-Bacelis

During the 2002-2003 academic year, I spent sabbatical time working with a training organization. They decided to close offices in five major U.S. cities and keep open just one physical space. The employees would then work electronically, mostly phone and e-mail. The employees contact the customers who purchase the training and seek new opportunities. The contract workers actually deliver the training to participants.

We worked on developing a strategic communication plan for them, as they became mostly a virtual organization. The outcome was a written plan that they distributed. In addition, I wrote a journal article that I am currently revising and presented a paper at an international conference. A second article is in process. This was a new research interest for me and proved quite exciting.

Debbie Ettington

During the 2001-2002 academic year I was granted a sabbatical leave to work on program development in the area of E-Business. I defined E-Business to include both e-commerce (sale of goods and services electronically) and such other online activities as advertising, customer service, and internal company training. My first goal was to read extensively both academic and business publications to update my knowledge in the area (see reading list for selected recommendations.) I learned about E-Business initiatives in different functional areas of business and different industries. I reviewed different scholars' attempts to provide theoretical coherence to studying the impact of the Internet and related technologies on the strategy and performance of businesses. This reading program helped me design the "E-Business Strategy", a graduate class I taught as a special topics course in Fall, 2002. I submitted a new course proposal in the fall to include this course in a proposed new MBA specialization in E-Business. I am also including new E-Business material in my MGMT696 (Strategic Management) course.

Another sabbatical leave activity was writing two new case studies and accompanying instructors' manuals. "Aardvarck.com" is a disguised case based on the entrepreneurial experiences of one of our COB graduates starting a service business in web design and marketing. I presented this case at the North American Case Research Association annual meeting, Memphis, TN, in October 2001. I am in the process of revising the case in response to reviewers' comments for publication in the Case Research Journal.

The second new case, "3D Solutions: Time to Exit?" I wrote with my colleague, Dr. Pradeep Chowdhry, about a business he founded while on leave from EMU. The business uses electronic technology to deliver services in the U.S. using personnel based in India. We presented the case at the North American Case Research Association annual meeting, Banff, Alberta, October 2002, where it received the McMaster Award for Best Case in Innovation and Technology. We are in the process of revising the case to submit it for publication in the Case Research Journal.

I also revised a case I had written earlier, “Valassis Communications 2000.” The case describes the company’s strategic responses to threats and opportunities created by the Internet (e.g., Internet coupons.) That case has recently been accepted for publication in the best-selling textbook in the strategy field, “Strategic Management” (14th edition) by Thompson and Strickland.

Besides my E-Business activities, the sabbatical leave enabled me to complete additional activities in the entrepreneurship area. I revised a case study written earlier with an EMU alumna, “Bob’s Home Repair,” that was subsequently accepted for publication in the Case Research Journal (2002), Volume 22(1), pp. 91-104. This case and instructor’s manual present the business challenges faced by a small business owned by the co-author.

I organized and chaired a symposium at the Academy of Management annual meeting, Denver, CO, August 2002, titled “Building Networks to Promote Socially Effective New Ventures.” This symposium brought together several representatives from organizations that provide support and networking opportunities for social entrepreneurs.

The sabbatical leave period was a wonderful opportunity to read, write, and think in large blocks of time without scheduled meetings or deadlines. I am interested in hearing from anyone who would like to participate in the development of new teaching cases in the areas of E-Business, Entrepreneurship, or Small Business.

Reading list – selected recommendations:

Afuah, Allan & Tucci, Christopher L. (2003), Internet Business Models and Strategies, 2nd edition, Boston: McGraw-Hill Irwin.

Amor, Daniel (2002), The E-business (R)evolution, 2nd edition, Upper Saddle River, NJ: Prentice Hall PTR.

Eisenmann, Thomas R. (2002), Internet Business Models: Text and Cases, Boston: McGraw-Hill Irwin.

Fingar, Peter & Aronica, Ronald (2001), The Death of “e” and the Birth of the Real New Economy, Tampa, FL: Meghan-Kiffer Press.

Kalakota, Ravi & Robinson, Marcia (2001), e-Business 2.0: Roadmap for Success, Boston: Addison-Wesley.

Kanter, Rosabeth Moss (2001), Evolve! Succeeding in the Digital Culture of Tomorrow, Boston: Harvard Business School Press

For those of you who intend to take Practicum (MGMT 688) in Fall, 2003:

First, please register ASAP to ensure that the class has sufficient enrollment. Second, to get a head start on the course, please attend an orientation meeting:

Tuesday, April 22, 2003 from 5:15-6:15 pm
Management Department Conference Room (Owen 465)

You will receive a syllabus and information to get a head start in the course. Pizza & pop provided! Contact Jean McEnery (jean.mcenery@emich.edu) if you have any questions.



Arbor Awards for Excellence: Honoring Best Practices in Human Resources 2003 *By: Nicole Beaudoin*

The Arbor Consulting Group, Inc. and Eastern Michigan University, Master of Science in HR/OD program announced the winners of the seventh annual Arbor Awards for Excellence on February 6, 2003, at the Ritz-Carlton, Dearborn. Joan E. Moore, SPHR, President of Arbor, and Dr. Fraya Wagner-Marsh, SPHR, of Eastern Michigan University, presented Waterford Crystal Arbor Awards to the Human Resources-Labor Relations College of GM University, Pfizer Global Research and Development, and UAW/Blue Cross Blue Shield of Michigan. In addition, four 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 2003 Arbor Awards for Excellence program:

Human Resources-Labor Relations College of GM University

HR Skills for Success - General Motors University's Human Resources – Labor Relations College designed a program that is building HR capability and skill in all 2,500 members of their global HR team. HR Skills for Success was developed in response to a growing awareness within General Motors that the HR Function was not optimally aligned with the needs of the business. The program focuses on the development of four essential HR capabilities: Functional Expertise, Business Acumen, Change Management, and Relationships and Partnerships.

Pfizer Global Research and Development

Reformulating Pharmaceutical Sciences - Pfizer Global Research and development received an Arbor Award for reformulating their Pharmaceutical Sciences organization, working to bring drugs to the marketplace on a faster track. With this program, Pfizer's Pharmaceutical Sciences organization is changing from a traditional research/lab culture to a culture of teamwork, information sharing, and collaboration.

UAW/Blue Cross Blue Shield of Michigan

Joint Leadership Development Initiatives - Blue Cross Blue Shield of Michigan (BCBSM) and the UAW are honored with an Arbor Award for Excellence for their joint effort to develop and strengthen leadership behaviors and skills, for both union and management members. The program that has been developed is multi-dimensional, consisting of training in Leadership Fundamentals, a Leading by Values communication process, and an annual Joint Leadership Conference.

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

- **Borders Group, Inc.**
Value of Employment Strategy/Survey
- **Campbell & Company**
New Employee Orientation Program
- **Domino's Pizza, LLC**
Back to Basics Training
- **HarleyEllis**
GetHEalthy! Program

Congratulations to all these organizations on their accomplishments! For a full description of the winning programs, log on to Arbor's web site at www.arborhr.com.



Simulations we have known...

There is increasing interest in simulations in the academic environment since there are more choices available and many simulations can be done on-line. Powerful microcomputers and user-friendly software have increased the attractiveness of the on-line simulations. A simulation offers an opportunity for students to create an environment that is about as close to the “real” world as we can create in the academic setting. Simulations vary a great deal in terms of purpose and emphasis, such as management decision-making, marketing, strategy, human resources, etc. They vary too in how the students are involved. Some use role-playing, in which students act as managers and make decisions regarding organizational operations and strategy. Some are on-line, in which students decide on actions, and then put in the information. Students then get feedback about the results of their decisions on sales, profit, market share, stock price, etc. Students deepen their understanding of the interrelationships of various factors and how these factors impact organizational outcomes. Simulations also allow students to practice competencies such as oral and written communication, decision-making, teamwork, and leadership.

A few simulations that have been used by faculty recently are:

***Jean Bush-Bacelis**, in the Fall of 2003, used a cross-cultural simulation in Mgt 492 (Managing World Business Communication). Students learned to deal with ambiguity and unfamiliar cultural cues. Their reaction papers indicated that they both loved and hated the experience, but that they had gained very useful insights.

*In the Mgt 460 (Management Skills) course, faculty use Foodcorps, which is an international food manufacturing and distribution company. Students take management roles and “run” the organization on a Friday morning. They deal with such issues as tainted fish, toys in cereal that toddlers could swallow, high inflation in South America, evolving consumer needs

and wants internationally, a problematic organizational structure, etc. While students act in the simulation, faculty and graduate students observe the group and decision process, leadership, communication, and the quality of the strategic decisions. The sessions are de-briefed after the simulation and students receive feedback on their competencies from the observers (faculty and graduate students), their peers, and self-ratings. This simulation has been used to assess the competency level of those who major in Management also. Curricular changes have been made after considering the results. Students are very positive about the experience after the simulation although there is some anxiety expressed about the ambiguity inherent in the situation. Since all of us have to learn to manage ambiguities in our jobs and lives, faculty feels that experiencing and coping with ambiguity is a good learning opportunity.

***Diana Wong**, in Mgt 490 (Business Policy) uses the Global Marketplace, a web-based competition where business students create a microcomputer firm to compete with other students around the world. Teams participate from countries such as Australia, Brazil, Canada, China, Czech Republic, Finland, France, Great Britain, Hong Kong, Hungary, India, Peru, Slovakia, Spain, Turkey, and the United States. The competition lasts ten weeks each semester with eight weeks of decisions. The student teams make decisions that are uploaded and receive the results of their decisions, based on the strategic actions taken by other student teams, within 24 hours. Students create the companies with a vision/mission, executive management team position assignments, purchase of market information, and capital funding of \$1 million per quarter for the first four quarters (a quarter is equivalent to one week). A wide range of strategic decisions is made after analyzing complex information. Students are required to deal with all functional areas of business and the integration of multiple functional decisions. Students then face the immediate consequences of their decisions on end user opinions, competitor actions, and financial performance. In one competitive environment, one EMU undergraduate student team was very successful in placing second, after an MBA team. Evaluation of the firm's strategic performance is based on the balanced scorecard. In addition, the Global Marketplace simulation is also used by many multinational organizations to train their executive management in making strategic decisions. For more information on firms and schools that participate, please refer to the website: <http://www.marketplace-simulation.com>.



Faculty Focus

Crissie Frye will be doing a SIOP (Society of Industrial/Organizational Psychology) Symposium: "Picture This! Using Feature Films to teach I/O Competencies." Each presenter in this forum will present strategies, techniques, assessment instruments, and assignments that have been effectively used with full length feature films to facilitate active learning in human resource management, organizational behavior, and conflict/negotiations classes and training sessions that they have taught for students (undergraduate and graduate) and managerial employees. Crissie will open the forum with a presentation of materials (i.e., structured in-class discussion questions) that shows how select feature films that depict the challenges faced by HR managers in selecting, training and promoting employees, enforcing Equal Employment Opportunity laws, and protecting employee rights are used to engage students in active learning.

Greg Huszczo led a workshop on “Conflict Resolution, Problem Solving, and Stress Management” at the University of Michigan’s Winter Leadership Institute in January and will participate in a panel discussing “Employment Law: The Next Generation” at the annual conference of the Society for Industrial/Organizational Psychology (SIOP) in April at Orlando, FL. Also, Greg, with Mary Horton, an MSHROD grad, will be training managers and trainers on how to become organizational change agents/consultants as part of the “Building Inclusive Communities” program sponsored by the National Coalition for Community Justice.

Jean McEnery recently attended the “Training, 2003” conference and expo in March in Atlanta, GA. The sessions included information on coaching, project management, and e-learning. Her attendance was sponsored by the Cooper grant for leadership development.

Stu Tubbs has been invited to teach “Leadership” in the Executive MBA program at Koc University in Istanbul, Turkey in June, 2003. He will be replacing a professor from one of the Ivy League schools. The contact came through two of his former EMU students, Evrim Mallaoglu and Ahmet Ozkan, who are now married and living in Istanbul.

Fraya Wagner-Marsh, SPHR, made a presentation on March 11 to the Traverse City Area Human Resource Association on “What CEOs Want from HR – New HR Competencies.” She was also appointed to the EMU Women’s ACE (American Council of Education) Steering Committee and is a candidate for the Board of Directors of the Girl Scouts of the Huron Valley Council.

Mary Vielhaber completed a certification course in EQ-I, an emotional intelligence instrument, in Toronto, Canada. She also presented a paper on outcomes of executive coaching for women at the Conference Board Women in Leadership conference in March in New York City.

John Waltman will attend the American Association of Higher Education (AAHE) conference in Washington, D.C. in March. The program will focus on ethics. John, who is responsible for the Merlanti grant on ethics, announces that the website associated with this grant is on-line. The site discusses international corporate social responsibility, anti-bribery efforts, and international ethics. It can be found at: www.emich.edu.mgt.ethics.

Diana Wong conducted a presentation with **Stephanie Newell** at the World College Brown Bag Series about International Business Simulations. The discussion focused on how global issues are integrated into the strategy classes by using large-scale complex computer simulations that require students to make strategic decisions and engage in firm competition with other student teams. Diana uses the Global Marketplace Simulation, which is a web-based competition. Stephanie uses “The Business Strategy Game” that she administers in-house. They shared their pedagogical practices and learning experiences from using simulations in teaching.

Diana has received a fellowship with the World College to chair the International Cultural Competence Institute for 2003. This involves the planning, coordination, program delivery, and evaluation of the program for advancing the cultural competencies among faculty and staff to work more effectively with international issues and students from different countries. She also delivered a seminar on global strategy and marketing from Feb. 24th to Mar. 4th in India. Her role will be part of a College Business team that includes the Dean and two other faculty members from other departments.

Diana will be presenting a paper entitled “The Romance and Nightmare of HR Outsourcing and Workforce Flexibility” at the 7th International Human Resource Management conference in Limerick, Ireland, June 3-4 2003. This paper outlines six different HR outsourcing models and examines the strategic implications of balancing flexibility, power, control, advantages, and costs for organizations. Another presentation, “Global Selves, Local Others: The Uneasy Overlap Between Globalization and the Discourse of Workplace Diversity” was accepted at the Eastern Academy of Management International Conference in Porto, Spain, June 20-24, 2003. This paper examines how globalization affects theories of workplace diversity.

News from MSHROD & Graduate Certificate Students and Alums....

Beth (Menlo) Salk and Dan Salk, both graduates of the earlier MSOD program, recently moved back to the Ann Arbor/Ypsilanti area from Chicago. Dan has taken a position with EMU as Assistant Director, Risk Management and Worker’s Compensation. Beth is currently working part-time as an independent contractor in the telecommunication industry. Beth and Dan have two children: Brendan (12) and Madelynn (9).

MSHROD Alumni Association – there is a group of alums that are trying to get a MSHROD Alumni Association organized. If you are interested, contact Bill Hendry, bhendry@nmc.edu, or Shelly Pfister, spfister@minacsusa.com. All alums should have received a survey from the EMU Alumni Office. If you have not, please contact Bill or Shelly.

Welcome to new MSHROD & Graduate Certificate students...

Ashwini Chandramouli graduated from Mount Carmel College in India.

Baljeet Channe-Lall graduated with a Bachelor of Commerce from University of Calgary, Alberta, Canada.

Laura Clay graduated with a Bachelor of Arts in Business and Psychology from Muskingum College in Ohio.

Cynthia Davidson is a Staffing and Recruiting Associate for DTE Energy and graduated from Northwood University with a BBA in International Business

Matthew Delphus graduated from EMU with a BBA in Management.

Jill Gerber is an HR Associate with University of Michigan Health System and graduated with a BBA from EMU.

Jack Graham is a technical trainer for MB&T and graduated from Evergreen State College in Pennsylvania.

Jamie Huebler graduated from EMU with a BS in Psychology and works in the Office of Records and Registration at EMU.

Amy Merlo is a HR Generalist for Nisshinbo Automotive Company and graduated from EMU with a BBA in Management

Jennifer Pinkham works in HR at U of M and graduated from EMU with a BBA.

Susan Whitt is a consultant and graduated from Michigan State with a BA in Accounting.

Jill Wund is an administrative assistant with Esperion Therapeutics and graduated from The College of New Jersey in Marketing.

Congratulations to 2002 MSHROD Graduates

Jennifer Atkins	Carl Ebach	Vivienne Outlaw	James Topel
Mark Brennan	Rachel Grimm	Catherine Riggs	Shelley West
Benjamin Christian	Patricia Jablonski	Christine Schaefer	Angela Zarkov
Jennifer Demaine	Navin Kumar	Molly Shelton	Amy Zastrow
Jennifer Dorazio	Richard Opland	Kenneth Szmigiel	

New Graduate Classes for Spring, Summer, and Fall 2003

Dr. Eric Schulz will be teaching a new course for Spring 2003, MGMT681, Special Topics: Benefits. It will meet on Tuesday and Thursday evenings from 6:30-9:10 at Ypsilanti.

Dr. Rick Camp will be teaching a new course for Summer 2003, MGMT681, Current Issues in HR and OD. It will meet on alternating Friday nights and Saturdays at the EMU Livonia Center.

Dr. Denise Tanguay will be teaching a new course for Fall 2003, MGMT600, Management Skills. It will meet on Thursday evenings from 6:30-9:10 at Ypsilanti.

Notice: MGMT609 is now MGMT509 and MGMT605 is now MGMT505.

Back By Popular Demand: MGMT 681: Strategies for Managing Employee Performance will be offered again by Dr. Mary Vielhaber in Traverse City, July 12-18. 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. Students will need to read materials before July 12 and will have a final paper due in early August. For more information, contact Mary at mary.vielhaber@emich.edu.

Tentative Schedule of Upcoming Classes for 2003-2004

Core Courses:

MGMT505-Organizational Behavior
Ypsilanti: Fall, Winter, and Spring
Online: Fall and Winter
Livonia: Fall

MGMT509-Human Resource Management
Ypsilanti: Fall and Spring
Livonia: Winter

MGMT602-Theory & Techniques of OD
Ypsilanti: Fall
Livonia: Winter

*Approved Elective Courses:

MGMT615-Org Design & Strategy
Ypsilanti: Winter, odd years
Livonia: Fall, even years

MGMT618-Staffing
Ypsilanti: Winter, even years
Livonia: Spring

MGMT620-Compensation
Ypsilanti: Fall
Livonia: Winter, odd years

MGMT610-Diagnostic & Quantitative Mthds
Ypsilanti: Winter
Livonia: Fall

MGMT625-Mgmt in Unionized Settings
Ypsilanti: Winter, odd years
Livonia: Winter, even years

MGMT628-Human Resource Development
Ypsilanti: Winter
Livonia: Fall

MGMT638-Continuous Improvement Teams
Ypsilanti: Winter
Livonia: Fall, odd years

MGMT688-Practicum
Prerequisites: core plus 2 electives
Ypsilanti: Fall and Winter

MGMT648-Communication and OD
Ypsilanti: Fall
Livonia: Winter, odd years

MGMT696-Management Strategy
Prerequisites: instructor permission
for MSHROD students
Ypsilanti: Fall, Winter, Spring
Livonia: Winter

*Other elective courses may be approved. ONLY TWO SPECIAL TOPICS COURSES CAN BE APPROVED AS ELECTIVES.

Focus on a MSHROD Student

By Desiree Penn

Nicole Azzouz completed her BBA in HR Management from EMU in April, 2001. She is currently enrolled in the MSHR/OD program at EMU and expects to graduate in December, 2003. Nicole is currently working full time as an HR Generalist at IMRA America, a Research and Development company, dedicated to the development of ultra-fast fiber lasers. She has been in her current position for almost a year and got the position based on her education and experience in HR that she received while working on her BBA. As a generalist, she is responsible for the administration of various HR functions, such as benefits administration, staffing, payroll, visa processing, and performance management. During a recent interview, I asked Nicole various questions about her job and her experiences in the MSHROD graduate program.

1. Which classes and/or projects have helped you most in your current position?

Mgmt 610 - This course is particularly useful in helping you to understand quantitative methods used in problem diagnosis, and the importance of statistical significance of research studies. I have applied the techniques learned in this course to several projects.

Mgmt 628 - As I am particularly interested in the training aspect of HR/OD, I think this is a very beneficial course. It definitely educates you on the effective development of a needs analysis, and developing a training program from the results of that analysis.

Practicum - I think this is an excellent course, and will definitely help me to grow in my current position. It really pushes you to implement the various techniques learned in the program, and develop a comprehensive consulting project independently.

Employment Law - I think this course is the most applicable to my current role right now. As a generalist in a company with an HR department that is only a year old, legal compliance is a big issue. This course gives a great overview of employment-related legislation that any HR person needs to be aware of. This is, by far, one of my favorites!

2. Would you recommend the MSHROD program for someone who wished to specialize in an area of HR or for someone who wished to become a generalist?

I would recommend the MSHROD program for anyone interested in becoming a generalist or an OD consultant. The variety of courses offered give the students an understanding of all aspects of human resources, significantly contributing to the knowledge required for a generalist position. I would hesitate to say that it is an appropriate program for a specialist, because there are typically only one or two courses offered per subject area. For instance, if you wanted to specialize in benefits, there would not be enough courses available to you to support that interest. I definitely think that someone interested in Organizational Development would benefit from the program. As a number of the courses are OD-focused, and taught by OD consultants, you really gain a perspective on OD. However, as Dr. Vielhaber suggests, all HR professionals will eventually need to incorporate Organizational Development into their jobs, in order to become a strategic contributor to their organization. Therefore, the program is definitely beneficial for any person interested in several aspects of HR and OD.

3. Describe a typical day on the job?

As a generalist, there is no typical day on the job! The typical duties that I might be involved in on any given day include benefits administration, staffing, performance management, and processing of the company payroll. In addition, I am also involved in several projects right now, such as the development of a compensation system for the company and the implementation of focal point performance reviews.

4. Tell me five things that are interesting and challenging on the job?

Writing job descriptions is fairly challenging. Recruiting for engineering positions is a challenge when you are not a "techie". Dealing with many different personalities is interesting and challenging! We just went through a benefits re-bid, which was very interesting to me, as I had never experience that before. It is always a challenge in HR to remain on top of all the employment related legislation, but that is what makes it interesting.

Practicum Projects Provide HR/OD Consulting Skills to the Community

Practicum (MGMT 688) students are at it again! Each student completes a consulting project designed to increase organizational effectiveness through Human Resources and/or Organizational Development Strategies. This year's projects include:

Susan Kuchera is researching and developing an alternative to the traditional annual employee performance evaluation for The Shelter Association of Washtenaw County. Her plan is called the Associate Development and Performance Enrichment Plan (ADPEP). Susan will conduct a training session on how to use ADPEP to identify and energize their associates' strengths and talents.

Shad Bean is working with CMS Energy to measure and evaluate the EADC (Executive Assessment and Development Center) program on the career development of the graduates. This study will also examine how the EADC has affected the leadership talent pool of CMS Energy.

Nicole Azzouz will deliver a training program on Microsoft Word and Outlook for the Administrative staff of the State Appellate Defender Office.

Valerie Palazzolo is working with the OD Department at St. Joseph Mercy Hospital to assess the needs and increase the effectiveness of a new leadership team. Issues of customer service and the institutionalization of change are also being addressed.

Jessica Strasser is working with The CUcare Group, a subsidiary of the Michigan Credit Union League, in conjunction with the law firm Bowen, Radabaugh, Milton & Brown, P.C. to create and prepare to sell a Human Resources Auditing program as a billable service to Michigan credit unions.

Jeff Barham is working with Valassis in Livonia, Michigan. He is developing a recruiting process manual for the Valassis National Human Resources Team. The Recruiting team has recently purchased a new candidate management system called OpenHire. His process manual will include user instructions on how to use this system in conjunction with the revamped recruiting process. The second part of the project will consist of recommendations for a performance measurement process for the team and possible individual and team incentives.

Krista Stafford is working with Sybra, Inc. to examine two levels of communication between the Director of Operations and District Managers and District Managers to the Unit Level Managers. She is gathering/analyzing data, making recommendations, and assisting with implementation of systems/programs to improve communication.

Thomas Moore is working with a financial consulting firm in Lansing called the Rehmann Group. He will be evaluating an in-house training package that the firm intends to implement throughout their offices in Michigan.

Desiree Penn is working with DTE Energy Services, a subsidiary of DTE Energy. She will be gathering data and make recommendations for an Employee Wellness Plan.

Dan Merten will be working with NTH Consultants, Ltd. He is adding a third phase to the orientation process. His project involves setting up a communications mechanism that will allow new hires to gain a better understanding of the different business units within the company.

Tamara Myles is working with DTE. Her project is a School-to-Work Program for students in their Call Center. The program is called Junior Customer Care Representatives. She will be researching current local high schools and colleges regarding customer care curriculums, the pros and cons of implementing the program, and how this can develop in a unionized environment.

Zachary Fairchild is creating a CD-ROM for Eastern Michigan University Human Resources that will have implications for the new employee orientation process. The CD-ROM will contain the new employee handbook, as well as sections geared towards campus culture, campus activities, and a departmental overview.

Sandra Paulsen is working with Eagle Crest Conference Resort to gather data for developing a Performance Management Plan for employees.

Tricia Lipke is working with First Equity Funding in Southfield, MI. She will be performing a job analysis, creating job descriptions, and developing a performance review form for the organization.

Karen Todd will be redesigning a new full-time employee orientation program and supporting web site content for the Girl Scouts of Metro Detroit.

Prussia Hall will be developing a customer service training packet and pocket size brochure for employees working at the Eastern Michigan University library.



Professional Developmental Opportunities

On Saturday, March 29th, from 10 am to 4 pm the Dannemiller Cluster meets to focus on a current topic of interest in Organization Development. The Dannemiller Cluster is an ongoing, professional group that meets to discuss topics of interest to the group. The planning session meets on Friday evening, 3/28. If you are interested, contact Kathy Dannemiller at (734) 971-0516.

Interested in Compensation and Benefits? Join **MOCA**, Michigan-Ontario Compensation Association. Hinke Jansen (MSHROD alum) is on the Executive Committee and can be reached at hjansen@hrpathways.com or check out www.moca.nisa.com for membership and program information.

Check out the two local SHRM chapters in the area for monthly meetings and programs: Greater Ann Arbor SHRM, **GAASHRM**, at www.gaashrm.org and Human Resources Association of Greater Detroit, **HRAGD**, at www.hragd.org.

National Association of African Americans in Human Resources, **NAAAHR**, of Greater Detroit, www.naaahr.org. This organization has speaker meetings and lots of opportunities for networking.

SHRM State Conference 2003-"Capitalize Your HRConnections!" September 23-26, 2003 in Lansing, Michigan. For more information check out www.mishrm.org

Strategic Human Resource Management Series Courses-These three non-credit courses are for experienced HR professionals wanting recertification credits. These courses have been officially approved by HRCI for recertification credits:

Measuring and Marketing the Human Resource Organization-Learn how to effectively measure, market and demonstrate the critical importance of the human resources' contribution to your organization's bottom line. In this four-week session, you will analyze human capital measurements and demonstrate how such metrics support business objectives. You'll learn how human resource measures drive better business results and also learn to "market" your HR function to your key internal clients.

When: Mondays; March 17, 24, April 7, 14; 6 – 9 p.m. Cost: \$355 CEUs: 1.2
Instructor: Maureen Hanson, SPHR

What Do the Numbers Mean? Financial Management for the HR Professional-You will learn to present proof that the ROI in HR is valuable to the profitability of the company, how pensions, health care benefits, and stock options affect financial statements. You'll examine the basic elements of managerial accounting, and discuss and analyze the metrics that HR managers use to assess the impact of HR decisions on the bottom line.

When: Thursdays, May 1 through June 5. Classroom meetings held on the first and last nights (May 1 and June 5, 6–9 p.m.) The remaining coursework is completed online over the six-week period. Cost: \$550 CEUs: 1.8 Instructor: Dr. Howard Bunsis, CPA, JD

Employment Law Review and Update-This course is designed for HR professionals, business owners, managers, and attorneys. The course will provide new strategies for complying with the constantly growing number of state and federal laws regulating the workplace. The program will address a wide range of employment topics and provide definitive answers to many areas of concern for employers.

When: Tuesdays; May 6 -27; 6 – 9 p.m. Cost: \$355 CEUs: 1.2, Instructor: Sandra Defenbaugh, JD

Fundamentals of Human Resource Management -This is a true introduction to HR management. The program provides participants with a broad overview of the HR function. The

course is specifically designed for employees with management responsibilities, supervisors, and line managers who interview and train employees.

When: Tuesdays; March 25 through April 29; 6–9 p.m. Cost: \$495, CEUs: 1.5
Instructors: Toni Knechtges, SPHR, and Ann Davis, SPHR

Further information and a registration brochure is available on the web at www.ce.emich.edu/noncredit.html or contact Fraya Wagner-Marsh at 734-487-3240 or fwagnerm@emich.edu.

The **SHRM Learning System Certification Exam Preparation classes** are offered through EMU. Check out the above website for information and a registration brochure or contact Fraya. Also, for those alums that have relocated we now offer an online version of this course.

Announcing Eastern Michigan University's MSHROD Speaker Event!



Kathy Dannemiller, internationally recognized OD expert will share her experience!

Transforming the organization: Best Practices

Kathy Dannemiller, Dannemiller Tyson Associates, will present what she and her partners have discovered as the five characteristics and best practices that truly transform organizations.

Monday, March 24, 2003

4:45-6:15 pm

GM Room (Owen 201)

Light refreshments

All are welcome-invite your colleagues!

Read what some OD experts have to say about Kathie's work:

“Dannemiller and her partners have changed the world by inventing democratic ways for the collective to create together what was once done by a small, elite, isolated group of experts.” Peter Block, author of Flawless Consulting.

Her work shows “how the principles of systems thinking and process consultation can combine to create a change program that truly draws on the wisdom of the organization itself.” Edgar Schein, MIT.