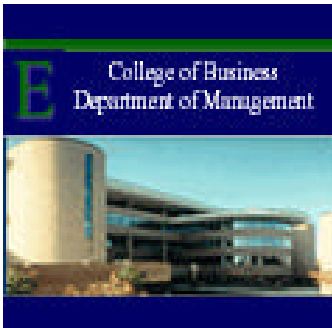


Winter 2004

NOTES FROM THE PROGRAM CO-DIRECTORS

DR. FRAYA WAGNER-MARSH, SPHR & DR. GREGORY HUSZCZO



Nee How (Hello) And Happy New Year (the year of the monkey)!!

I have just returned from our first classes in China with our new class of 25 Chinese students starting the Masters of Human Resources and Organizational Development at Tianjin University of Commerce in Tianjin, China (about two hours south of Beijing). Check out our website at <http://mshrod-china.emich.edu>. It is a very exciting adventure for all of us and more details are included in this issue in an article written by Dr. Bush-Bacelis. We also were able to get an interview with Mr. J. Kent Hamby, Vice President of Human Resources for BP (British Petroleum) in Beijing, China. It was very interesting that he talked about the importance of his Chinese HR staff to move beyond the transactional HR processes and to understand strategic HR and the importance of change management.

As a member of the Search Committee for the Assistant Dean of Graduate Programs, I am happy to announce that we have successfully completed our mission. Steven T. Hoskins, formerly of the Moore School of Business at the University of South Carolina, will be joining us on May 3 in the College of Business Graduate Programs Office. Steve has served as the Executive Director of the Graduate Career Management Office at South Carolina, and prior to that, as MBA Coordinator at St. John Fisher College in Rochester, New York.

We have also been very busy this semester with faculty searches. I am very excited to announce that Morgan Milner will be joining our department this Summer term as a new tenure-track faculty. Morgan will complete his PhD in Organizational Behavior from Michigan State this summer, and has over six years teaching experience in the areas of organizational behavior, human resource management and management skills. His secondary interest is entrepreneurship and he is the owner of a private consulting and real estate business. Morgan also comes to us with work experience as a SAP Training Coordinator and Assistant Financial Operations Manager with General Mills.

Please stay in touch with us and send any news that we can share with others!

Dr. Fraya Wagner-Marsh, SPHR
fwagnerm@emich.edu

WINTER 2004

MSHROD NEWSLETTER

So many new and exciting things are happening! Read on to find out about speaker events, students' projects, the alumni chapter, and how our MSHROD program in China is beginning its first phase - plus much more.....

ANNOUNCEMENTS

There will be a meeting on April 7, 2004, from 5:00 - 6:15 p.m., in Rm. 465 Owen (the conference room next to the Management Dept.) for students who plan to take Practicum in Fall 2004. Please register as soon as possible as there may be a class-size restriction, given EMU's budget constraints. *Even if you can't attend please let Dr. Jean McEnery know your intentions to register.*

ATTENTION ALUMNI AND STUDENTS

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

Seeking opportunities to present our Programs

As students or alumni of the EMU College of Business, you know that we offer several fine graduate programs in addition the MSHROD. These include the MBA, MS degrees in both Accounting, and Information Systems. In addition to our graduate certificates in Human Resource Management and in Organizational Development, we offer graduate certificates in Accounting (Taxation or Financial & Operation Controls), Computer Information Systems, E-Business, Entrepreneurship, Finance, Marketing and Supply Chain Management.

Do you have co-workers who might benefit from one of these programs? We are seeking opportunities to make on-site presentations about our offerings. If you can help us set this up, or give us the right person to contact, please let us know. You can contact either **Dr. Fraya Wagner-Marsh** or **Dr. Deborah Ettington** at 734.487.3240 or [**deborah.ettington@emich.edu**](mailto:deborah.ettington@emich.edu).



EMU MSHROD Program in China: The first phase

By Dr. Jean Bush-Bacelis

The MSHROD-China program is off to a flying start! Twenty-three students traveled from various parts of China to Tianjin University of Commerce in Tianjin. They took the first half of two courses: 1) MGMT 505 Organizational Behavior and Strategic Communication, and 2) MGMT 509 Human Resource Management. Jean Bush-Bacelis and Fraya Wagner-Marsh flew over together. Jean Bush-Bacelis taught the MGMT 505 course and Professor Wong from Tianjin University of Commerce taught MGMT 509. Fraya played a critical role in the Chinese students' orientation to EMU and to the MSHROD program. She also provided pedagogical support to Professor Wong and met numerous times with Dean Kou. The following is Jean Bush-Bacelis' brief reflection of her MSHROD-China experience as the first faculty to participate and break new ground for our program.

We left Detroit on February 20 and arrived in Beijing on February 21. They are 13 hours ahead of Eastern Time, so we were definitely ready to sleep when we made our way to the hotel. As we adapted to the many changes, including the time, we spent a couple of days in Beijing, sightseeing and making some contacts.

On Tuesday, February 24, staff from Tianjin University of Commerce (TUC) picked us up in a university van for an 80-mile ride southeast to Tianjin. We arrived mid-afternoon and found a banquet luncheon awaiting us in the university building. The table was set with numerous dishes, placed on a revolving center. The food was colorful and delicious. The Dean, Dr. Kou, welcomed us warmly and made sure we were comfortable in our rooms, as well as being well-fed.

Our rooms were spartan but very comfortable. They contained a sitting room with a TV, a small kitchen with a water cooler (with a hot spigot for tea) and a bedroom with a bathroom. We were pleased to find that the offices and classroom were in the same building. The classroom, on the fifth floor, has the typical chalkboard in the front. But there is also a computer with overhead projection capabilities. I was glad that I was forewarned to use my PowerPoint slides from a CD because the computer would have translated the content into Chinese characters automatically! I tested it with a floppy just for fun and now I have a copy of my syllabus in Chinese!

The first day we spent with the students included an orientation to EMU, to the MSHROD program, to the course, and to our style of teaching. For the remaining four teaching days, I presented organizational behavior and communication theories and strategies. My class met from 8:30 a.m. to noon and the HR class they took met from 1:30-5:00 p.m.. All classes were taught in English.

My teaching assistant, Meng Jame, was a great asset. She attended my class, stopping me occasionally so she could translate a few of the concepts. Plus, she provided me with her feedback and feedback from the students. The students were highly motivated in class. They did a self-introduction speech in English during the first class. We videotaped it, as well as the

project proposal on the last day. Confidence in their English communication skills increased greatly. We had fun in class – the students were quick to laugh and enjoyed learning. In fact, many of them arrived by 8:00 a.m., even though the class didn't begin until 8:30!

I am excited to return in late April for the second half of the MGMT 505 class. The Chinese students are wonderful to work with - bright, highly motivated, and fun. They kept me on my toes as I developed my own new competencies related to teaching OB and communication in China.

New Faculty on the Block!

Linda Isenhour is the newest faculty member in the Department of Management. She received her A.B. in English from North Georgia College and completed a M.Ed. degree in Educational Administration. Linda was selected as a Sloan Fellow at the Massachusetts Institute of Technology, where she received her MS in Management. Linda teaches undergraduate Human Resource Management and graduate-level Human Resource Staffing. In the fall she will be joining her colleagues in China, teaching the graduate Staffing course. Linda is very excited about participating and having the opportunity to again visit China, where she spent two weeks as part of her Sloan Fellowship.

Linda has extensive work experience in the telecommunications industry, where she started as a junior engineer. Promoted to progressively more responsible positions in a wide range of departments, Linda gained expertise in all areas of telecommunications operations line and staff functions, as well as corporate strategy, human resources, and organizational design. She was the general manager in South Florida in 1992, when Hurricane Andrew blew away her home and the homes of 500 of her subordinates. She led the restoration effort which, at one point, included 4,000 workers intent on restoring telephone service to a million customers.

Linda believes in serial careers and embarked on her second after accepting an early retirement opportunity. She began her doctoral studies with the goal of teaching and research at the university level. Linda is completing her doctoral dissertation in Human Resource Management, investigating the influence of applicant cultural values on reactions to recruitment.

Linda has made presentations at the Academy of Management and Southern Management Association on institutionalization processes and human resource management. In addition, she has published book chapters on the influence of Human Resource Information Systems on human resource management in virtual organizations, the impact of the Internet in changing human resource management practices, as well as the influence of individual cultural values on global human resource practices. Linda is a member of the Academy of Management, Southern Management Association, American Psychological Association, and SHRM.

When she is not teaching or working on her dissertation, Linda spends time with her husband, Jerry, on the golf course. Jerry assures me that she doesn't play well - which is just fine with him! (Who has time to practice *and* complete a dissertation?) In addition, Linda and Jerry are happy to be closer to daughter Cheryl, who is a third-year student in the Doctor of Veterinary

Medicine program at Michigan State. Lansing is only an hour away from Ypsilanti, which is very nice compared to the 11 hour drive from Florida.

Faculty Focus

Sanjib Chowdhury, Steve Endres and Megan Endres presented a paper at the Southwest Federation of Academic Disciplines conference, March 2-6, in Orlando, Fla. It was titled: "A Proposed Investigation of the Success Behind Knowledge Sharing in a Complex Software Development Environment." **Megan Endres** also presented another paper at the same conference, titled: "A Cautionary Note on the Measurement of Effort in a Highly Complex Task and Resulting Implications for Managers."

Eric Schulz's paper just got accepted for journal publication. The article is called "Broad bands, Pay Ranges and Labor Costs: An Empirical Test," and will be published in the 2nd quarter of 2004, *World at Work* journal.

Primus, a division of McGraw- Hill, has just published **Stu Tubbs' Keys to Leadership: 95 Steps to Success.**

Cristina Bueno and Stu Tubbs presented a paper in March at the International Conference of the Academy of Business Administration entitled, "Testing a Model of global Leadership Competencies," in Cancun, Mexico. The paper will also be published in the conference Proceedings. It is based on Cristina's MBA thesis. The thesis was awarded the Graduate School Dean's Award for Research Excellence (second place). Stephanie Newell also served on the thesis committee.

Ray Hill presented a paper at the academy of Business Administration's Global Trends Conference entitled "Human Relations in a Thai Business Firm". It was also published in their book of readings.

Greg Huszczo is co-authoring a paper entitled: "Transforming Diversity Trainers into Organizational Development Change Agents" with MSHROD student Ted Amsden. The paper has been accepted for presentation at The Fourth International Conference on Diversity in Organizations in Los Angeles, CA June 6-9. His next book, Tools for Team Leaders comes out in May. Greg is enjoying teaching the Union-Management Relations course out at EMU's Livonia Center and has been blessed with great guest speakers such as Michele Streicher and Rick Opland who are alumni of the MSHROD program. Greg is now consulting on a Scanlon Plan implementation and some joint union-management efforts to transform key auto supplier companies into high performance plants. He also continues to serve as an Executive Leadership coach as well.

Over the next few months, **Rick Camp** will be traveling to Germany, Argentina, Great Britain and Australia to provide training on behavioral interviewing for one of the top-five executive search firms. This is the second top-five executive search firm that is using Dr. Camp to train their people worldwide. On a related note, he is also finishing a very large project that involved training all of the key interviewers for Dominos Pizza worldwide. One of the interesting things about this project is that the training started with the HR staff, then went to the executives, and finally progressed

down the ranks. As part of this project, Dr. Camp revised key interviewer guides to be consistent with training, and also spoke at Dominoes National Trainer's Conference.

Michigan Council of SHRM 2004 State Conference & Exposition

The Michigan Council of SHRM 2004 State Conference and Exposition is being hosted by the Human Resources Association of Greater Detroit (HRAGD).

It is scheduled for **September 22-24, 2004 at the Dearborn Hyatt Regency Hotel**, located next to Fairlane Town Center in Dearborn. The conference will feature several keynote speakers as well as break-out sessions providing learning opportunities on all types of HR topics.

Some pre-conference workshops will include the SHRM Academy course on Building Business Strategy for the HR Professional and presentation skills workshop by the key note speakers. The keynote speakers will be *Joe Mancusi, Chester Elton and Mary Huttlinger* from SHRM.

For more information check - www.mishrm.org.

DID YOU KNOW??

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

Computer Based Testing: The Future of PHR/SPHR Certification

In May 2004 the future becomes reality: HRCI will deliver all PHR and SPHR exams by computer at test centers across the country. Here's what you need to know about this exciting development. The exams will be administered at 250 prometric test centers across the United States and Canada.

Two annual testing windows -- May 1-June 30 and November 15-January 15.

- Exams will no longer be offered at SHRM conferences.
- Immediate (preliminary) pass/fail score results. Candidates will know immediately if they passed or failed the exam before they leave the testing center.
- Prometric, the leading provider of computer-based testing will deliver HRCI's exams.

WHAT WILL STAY THE SAME?

- Same exam content, number of questions (225) and duration (4 hours).
- Same eligibility requirements.
- Strict deadline dates.
- Detailed score reports will still be mailed to candidates.
- PES will still review exam applications, process payments, score the exams and mail score reports.

Society for Human Resource Management
2004
56th Annual Conference & Exposition

By: Erin Hoffmann

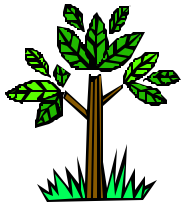
This year, the SHRM Annual Conference and Exposition is being held June 27-30, in exciting New Orleans! This event includes a variety of activities, presentations, and networking opportunities.

Each day of the event, Keynote Presenters, including Her Majesty Queen Noor and Earvin “Magic” Johnson, will deliver powerful messages on issues important to HR professionals. The “Masters Series” is another opportunity to participate in in-depth learning sessions that focus on timely and provocative issues that affect your career and provide thoughtful insight into issues that influence the contributions you make to your organization’s overall success. Part of the 2004 Masters Series includes a “Leading Up” seminar conducted by Michael Useem, Ph.D., Wharton School, which discusses the benefits, principles, and guidelines for developing an upward leadership approach in an organization. A variety of Certificate Programs that focus on enhancing professional development needs are also available to attendees. Programs such as Conflict Resolution Skills Certificate Program, The Essentials of Human Resource Management and The Recruitment and Retention Certificate Program are three of the six different Certificate Programs being offered this year. In addition to all of these other programs, numerous informational sessions in the areas of Business & Strategy, Employment, HR and the Law, Skill Development and Compensation & Benefits are offered throughout the four days.

One session topic that is often discussed throughout our MSHROD program is, “Running With the Big Dogs-Making HR a Strategic Player.” The learning objectives of this session are, 1) to understand how a strategic HR professional’s mindset and behaviors differ from those of someone in a traditional HR role, and, 2) to develop an individual career plan that moves each participant toward becoming a strategic partner in his or her organization. As for social networking opportunities, optional tours exploring the city and culture of New Orleans are scheduled, and the legendary Doobie Brothers will be performing one evening, free of charge to registered conference members.

This conference is an excellent opportunity for HR development in numerous areas, as well as networking with other HR professionals from around the country and the world. For further conference details and registration, you may visit www.shrm.org/conferences/annual

If you are attending the SHRM National Conference: Join the Michigan Council of SHRM as they cruise the mighty Mississippi for an evening of jazz and sight seeing on the Steam boat Natchez on Sunday, June 27,2004 at 6:00pm at The Big Easy- New Orleans. The tickets are sold for \$45.00-Adults and \$22.00- Children.



Top Human Resources Trends For 2004

The following trends are based on data collected by the Arbor Consulting Group from Vice Presidents and Directors of Human Resources from the organizations across Metro Detroit and beyond. While some trends are a continuation of issues and events from the past, others are emerging as concerns for the Human Resources Community.

- The focus on HR consulting skills continues in 2004. Organizations are looking for HR staff to be able to consult internally on a range of complex HR issues. Critical skills include project management, negotiation and persuasion, change management, communications, and emotional intelligence.
- Retention of key talent is reemerging as a top issue of concern. With the improved economy and increased job opportunities in the market place, organizations will have to work harder than in the past to retain key talent and recoup investments in these high-potential people.
- Workforce adjustments continue. Mergers and acquisitions are once again on the rise. Companies remain focused on consolidation and systems integration from past acquisitions. Downsizing goes on, even in financially healthy organizations. In many cases, HR has to manage downsizing and growth simultaneously.
- Price pressures are on the upswing due to greater competition and rising fixed expenses, such as healthcare and energy costs. To survive, organizations are finding that they cannot compete on cost cutting alone; they must innovate as well.
- Organizations not only have to vie for business with their competitors, but they potentially have to compete, while they collaborate, with their own supply chain and their customers. HR will need to continue to understand and build these complex relationships.
- The workforce must continue to upgrade its skills to remain valuable. It is not enough simply to do one's job; one must add value to avoid putting one's job at risk.
- In many organizations, strategic projects and work that is preventive in nature (and actually saves money in the long run), are not being funded or getting done unless a crisis pushes a company to act. Unfortunately, conducting work in a crisis situation is always more expensive and can have negative consequences.

For more information contact
The Arbor Consulting Group, Inc.
186 E. Main Street, Suite 201
Northville, MI 48167
Phone: 248-349-9002
www.arborhr.com

Congratulations to FALL 2003 MSHROD Graduates!!!

Nicole Azzouz, Indrawati Goenawan, Lynn Griffin, Deborah Laverty, Amy Merlo, Nancy Polega, Jane Ritter, Marcia Smith, Jessica Strasser, Gary Tygart Jr.

Welcome to all our new MSHROD and Graduate Certificate students

Tanisha Arrington obtained a Bachelors Degree from Baker College and works for EMU as a Training and Development Coordinator.

Sandra Barkman obtained a Bachelors Degree from Western Michigan and works for U of M as a purchasing agent.

Angela Brown obtained a Communications degree from U of M – Flint and works for EMU as a graduate assistant.

Stephanie Brown obtained a Bachelors Degree from EMU and works for Johnson Electric Automotive as an HR Assistant.

Timothy Cornelius obtained an undergraduate degree from University of Colorado – Boulder.

Jeremy Delozier obtained an undergraduate degree from Eastern Michigan University and works for Marco Wood Products as an HR Director.

Michelle Ford obtained a Bachelors Degree in Business from Cleary.

Melanie Fye obtained a Social Science/Business Undergraduate Degree.

Meghan Gerard obtained a BA in Organizational Communication from EMU and works for the University of Michigan Health System as a Business Analyst-Training Manager.

David Griffore obtained a Criminology Degree from the University of New Mexico and works as a men and women's swim coach at EMU.

Erin Hoffmann obtained a General Business Degree from Michigan State University and works for EMU as a graduate assistant.

Jill Kercher obtained a Business Degree from Northwood and works as an HR Representative.

Adrian Ong obtained his bachelors degree in Bachelors in Business Administration from Eastern Michigan University.

Theresa Petito obtained her bachelors degree in Business Administration from Central Michigan University. She is currently employed as Field Service Coordinator/HR at Oxboro Machine Products.

Tracy Prebish obtained her bachelor s degree from Western Michigan University.

Debra Sackett obtained her bachelors from Eastern Michigan University.

Didem Sarioglu obtained her bachelors degree in Electronics from Turkish Navel Academy.

Jessie Schnap obtained her bachelors degree from Western Michigan University.

Brent Schomaker obtained his bachelors degree in Fine Arts from Eastern Michigan University.

Charles Shanaman obtained his bachelors degree from Michigan State University is currently at Tobin Group.

Stacy Spondike obtained her bachelors from Oakland University and is currently employed at Federal Mogul as HR Manager.

Saima Ullah obtained her bachelors in Arts degree from St. Josephs College, Pakistan.

Focus on a MSHROD student (Alum)

By: Ashwini Chandramouli.

Michelle Streicher graduated from the MSHROD program in December 1998. She holds Bachelors in Business Administration with a Marketing Major from Eastern as well.

1. Could you tell us something about your present job? How did you get there? What are your responsibilities in your current position?

I joined Ford Motor Company in 1999. I was working for Johnson Controls, Inc. (JCI) as an Employee Relations Associate in their Plymouth Seat Plant, when another MSHROD Alumni, Minta Hissong, contacted me and told me that Ford was looking for experienced Human Resources professionals and gave me the information to submit my resume. After submitting my resume, I received an application and a set of four essay questions to answer and return. I can't remember the specifics of the questions now, but they were very reminiscent of the behaviorally-based essay questions posed by Dr. Rick Camp (only I had longer than a class period to answer them). I returned the application, along with my essay responses and was then invited to their assessment center. The assessment took place on a Saturday and was a full day, realistic job preview. On the following Monday I received a job offer. My first assignment was in Human Resources Business Operations (HRBO) doing Operations and Personnel Planning. Operations and Personnel Planning is a Generalist position in which you are the HR Business Partner for a specific group of employees in Operations. My customer group was in Product Development. After 16 months, I was reassigned to a Labor Relations position at the Wayne Assembly Plant, where the Ford Focus is built. I spent 19 months in Labor Relations and was then assigned to another HRBO role as the HR Business Partner for what is now the Chief Strategy Office here at World Headquarters in Dearborn. My responsibilities include compensation planning, employee

development, employee advocacy, and organization and personnel planning. Organization and personnel planning is the largest responsibility and begins with my operating customers' Business Plan. My job is to work with my customer to ensure they have the "human capital" they need to execute their business plan, balanced with the needs and rights of the employees. It includes staffing responsibilities, performance management, job analysis, and position ranking.

2. What is your typical day like at work?

The majority of my day is spent in meetings or on the phone. The most important function I perform is facilitating decision making about people - which requires discussion, both face-to-face and on the phone. For example, within the past week I've met with an individual employee who had concerns about professional development and career advancement, with Operating Executives to discuss the best way to structure a part of their organization, and with a mid-level Manager who wanted to discuss re-ranking a position in their department. I also participated in a HR Project Team to review processes within Training & Development.

3. Which classes at Eastern had been your favorite? Which courses helped you to apply your knowledge, Skills and Abilities at work? (Present and Past)

There isn't a class I took at Eastern that has not been applicable to my work, both at Ford and at previous employers. The training class was key in getting my first "real" job. (I started out doing contract Training at JCI before being hired full-time.) On an ongoing basis, the skills developed in the training course have been crucial to my work here at Ford - the ability to facilitate group decision making as well as being able to stand up and present your work effectively is absolutely key to being effective in HR. The other classes that stand out in my memory are Staffing, Teams, Organizational Behavior and Organizational Development.

4. What do you think was (or is) most important in your performance development?

Relationships - The ability to build relationships, with co-workers, operating customers and in labor relations assignments, your union counter-parts. Key to those relationships is credibility and integrity.

Business Acumen - Understanding the industry you work in and the business you're operating in. As an HR Professional, you don't want to be viewed as the "Policy Police". You have to enforce policy, but your job is to support your customer in running a business, within the appropriate policies and procedures.

Communication - Both verbal and written skills are very important. It doesn't matter how great your ideas are if you can't communicate them effectively.

5. What advice do you have for our new graduates?

* **Work on your writing skills.** Writing well is absolutely essential. From a recruiting aspect, in this day and age of instant messaging "bad habits," it is becoming increasingly difficult to find people who can write. Strong writing skills can set you apart. Contract work is a wonderful thing - you get to test out employers as well as different areas of HR and OD.

* **Be flexible and keep your skills and professional knowledge current.**

* **Stay connected to your fellow graduates.** My best professional opportunities have been the result of staying in touch with folks I went to school with.

SCHEDULING PATTERNS FOR MANAGEMENT COURSES

Core Classes

MGMT 505 - Fall in Ypsilanti and online; Winter in Ypsilanti, Livonia and online;
Spring in Ypsilanti

MGMT 509 – Fall in Ypsilanti; Winter in Livonia; Spring in Ypsilanti

MGMT 602 – Fall in Ypsilanti; Winter in Livonia

MGMT 610 – Fall in Livonia; Winter in Ypsilanti

MGMT 628 – Winter in Livonia; Winter in Ypsilanti

MGMT 688 – Fall in Ypsilanti; Winter in Ypsilanti

Pre Approved Elective Classes

MGMT 611 – Fall in Ypsilanti odd years; Fall in Livonia even years

MGMT 615 – Winter in Ypsilanti odd yrs; Winter in Livonia even yrs; Spring in Livonia odd

MGMT 618 – Winter in Ypsilanti even yrs; Winter in Livonia odd yrs; Spring in Livonia even

MGMT 620 – Fall in Ypsilanti even yrs; Fall in Livonia odd yrs

MGMT 625 – Winter in Ypsilanti odd yrs; Winter in Livonia even yrs

MGMT 638 – Fall in Ypsilanti even yrs; Fall in Livonia odd yrs

MGMT 648 – Fall in Ypsilanti odd yrs; Fall in Livonia even yrs

MGMT 696 – Winter in Ypsilanti; Winter in Ypsilanti and Livonia; Spring in Ypsilanti

Special Topics offered in Spring and Summer 2004

MGMT 681 - Benefits, Spring in Ypsilanti taught by Dr. Eric Schulz.

MGMT 636 - Current Topics in Entrepreneurship, Summer taught by Dr. Stephanie Newell.

MGMT 540 - Employment Law, Summer in Traverse City taught by Dr. Sandra Defebaugh.

MGMT 681 - Current Issues in HR and OD, Summer in Livonia taught by Dr. Rick Camp.

Practicum Projects provide HR/OD Consulting Skills to the community

Vicente Amado will be conducting a systematic assessment of the performance deficiencies of the employees in the production line of Pastas Capri, C.A. Vicente will also be preparing a consulting report to communicate the results of his assessment and to make recommendations for addressing the performance deficiencies.

Jennifer Berg is assisting the Human Resources & Compensation Department of Washtenaw County to develop a pay plan manual for their non-union employees. The manual will include information on pay structures, employee benefits, and other policies.

Doug Bunce is conducting training needs analysis focused on the leaders of SOS Washtenaw County. Doug will be designing and developing a one-year, twelve-session training program that will outline the topics, goals and objectives of each monthly session. He will also develop and deliver one training session based on the results from the needs assessment.

Ashwini Chandramouli is working with a consultant and Henry Ford Health Systems conducting a Compensation Analyses of data for Registered Nurses. She will be assisting in creating the inventory and auditing current pay, pay practices, pay structures and career design progression by business unit for all RN jobs and all the jobs that require a license.

Laura Clay is working with the Office of Admissions at Eastern Michigan University where she will be conducting a training needs assessment with the Assistant Directors. Based on the data analysis and benchmarking with peer universities, Laura will be providing recommendations for future training programs for the Assistant Directors.

Jill Gerber is conducting a survey to determine the unmet needs and the ongoing requirements of the University of Michigan Health Services Human Resources website. Based on an analysis of the data, Jill will also be making recommendations for redesigning the web site.

Kelly Murphy-Elliott will be completing a performance management proposal for Gilda's Club Metro Detroit. The project includes a job analysis, refinement of job descriptions, revision of the current performance appraisal form and process, recommendations for implementation, and an analysis of employee satisfaction with the revised system.

Thecla Jean: is researching performance management systems for the Human Resources Department for Eastern Michigan University to make recommendations for improving EMU's current system. Thecla will be conducting a systematic literature review and benchmarking other universities to report on best practices.

Jennifer Pinkham is conducting a systematic diagnosis to create a performance appraisal tool for the Practice Managers and Site Medical Directors at Integrated Health Associates.

Joanna Ribieiro is working with University of Michigan Health System. She will be helping them to develop the UMHS Diversity Network.

Jaki Edwards-Root will be researching and developing an employee handbook for the President of Benefit Outsourcing Solutions. Jaki will also present the new employee handbook to the employees.

Fikisha Sills is developing hands-on training and a training desk reference of the M-Pathways computer system for University of Michigan Housing Office employees. The goal is to develop training and support materials to teach employees how to use, navigate within, and retrieve answers from the M-Pathways system.

Matthew Skrocki will be working with his current employer to bring the company into compliance with the New HIPAA regulations. He will work as the project manager during the compliance process.

Jane Stephenson is evaluating the effectiveness of the Leadership Development Program that has been provided to school principals in the Detroit Metropolitan area by Detroit Executives Service Corps. (DESC)

Jeff Tomschin will be developing a Worksite Wellness Program for Hometown Newspapers, publisher of the Observer / Eccentric and several other local newspapers. The project will involve conducting an employee interest survey, extensively researching wellness initiatives, developing recommendations, and creating an implementation plan with policy and procedural statements to use in maintaining the program.

Sue Whitt is designing a performance management system for employees at the NEW Center, a non-profit organization in Ann Arbor. Upon completion of data gathering and research, Sue will provide a new annual and mid-year performance management system with the revised form(s) and a written process documenting the new system.

Erin Willsie will be creating an Employee Retention Toolkit for the University of Michigan Health Service Human Resources. Erin will conduct a survey of employees to collect their perceptions of UMHS benefits, awards, and accomplishments. She will use this data as well as materials and resources from departments that can be used when addressing employee retention.

Yu-Hsuan (Cindy) Yang is working with Glory Educational Resource in Ann Arbor to assess the company's current situation and provide recommendations that can help improve the company's effectiveness.

Class projects

OD Students Interviewing Ford Components Sales Employees!

Students in the MGMT 602 – Theories and Techniques of Organization Development, are involved in an exciting opportunity for the Winter 2004 semester. They are working with a live “in-the-moment” organizational situation to interview employees at Ford Components Sales (FCS), a wholly owned subsidiary of the Ford Motor Company. The students are applying the action research model to understanding job satisfaction issues in the company. Twelve students from graduate programs in MSHROD, MBA, Bioinformatics, and Public Administration volunteered to conduct in-depth interviews on site in Livonia. The interviews last from 1-1.5 hours as a follow up on a survey on job satisfaction. The students report learning in “real time” and how their course materials relate to what is going on in one local organization. Some students who have little or no management background are able to gain a little real life insight and experience in gathering data, conducting analysis, working with a client to develop solutions, and applying OD concepts. The collaboration between FCS and the MGMT 602 students provides valuable mutual benefits for a learning partnership.

Find A Mentor!!

EMU SHRM Student Chapter provides mentoring opportunities for students to connect and share ideas with more senior HR professionals by providing an open communication forum for networking, skills and development.

The goals of the program include:

- Increasing HR competence, skills and expertise
- Facilitate a better understanding of the issues faced by HR
- Enhancing leadership, coaching and communication skills
- Improving professional and informal networks

Mentoring relationships can be very positive and may continue for a short time or throughout your career. The most important thing you can do is to be proactive and get started! For more information please send your emails to shrm_chapter@emich.edu or fwagnerm@emich.edu.

Attention All MSHROD Students!!!

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

**The MSHROD Program
(In conjunction with the SHRM chapter)
Presents:**

Janice Krupic

on

“Executive Leadership Coaching”

Thursday, March 25th 5:15 – 6:15

Room 201 (The GM Room) Owen

Janice is a graduate of our program and has had an illustrious career in Human Resources and Organization Development. She has served organizations as the Director of Human Resources, as an internal change management consultant, and as an external as well. She is now the CEO (and owner) of Paragon Leadership International, a renowned executive coaching firm providing leadership development services to Fortune 500 companies throughout the United States and Canada. Janice will share:

- * Lessons about HR and OD learned from experience
- * Why the field of Executive Coaching is so hot now
- * What the keys are to providing high quality coaching services

ATTENTION ALL ALUMNI OF THE MSHROD PROGRAM:

We are using this session to bring together alumni of our program to get re-acquainted and to network with each other. After the presentation, Greg Huszczo will take you to a local establishment to examine whether you would like us to establish an ALUMNI CHAPTER. Please attend this event or if you cannot make it, please contact Greg with your thoughts regarding an alumni chapter of the MSHROD program. You can leave a message for Greg at 734-487-2253 or at greg.huszczo@emich.edu