

Winter 2009

MSHROD Newsletter

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Edited by: Dr. Linda Isenhour, GPHR,
Dr. Eric Schulz, and Maureen Dixon

From the Co-Director, Dr. Linda Isenhour

From March 9 through 13, 2009, Eastern Michigan University College of Business (COB) celebrated its commitment to ethical business practices during the third annual ETHOS Week. Speakers from various business disciplines, from human resource management to entrepreneurship, shared their perspectives on the importance of ensuring that business is conducted using the highest ethical standards. If you were unable to attend, you can visit the COB web site where videotaped replays of these inspiring messages will soon be posted.

As I listened to these speakers, I was reminded of an article describing the most recent survey results of workplace ethics conducted by SHRM and the Ethics Resource Center.* The headline noted that HR professionals in the survey reported only 43% of their organizations included ethical conduct in performance appraisal discussions. Moreover, the 513 participating HR professionals indicated that only 23% of their organizations had comprehensive ethics compliance programs in place, with 7% having no programs. In the survey, they also reported that the most common ethical abuses included employee intimidation (e.g., harassment), company equipment misuse (e.g., email/Internet), reporting and benefits falsification (e.g., hours worked, absences), and behaviors that subordinated company interests to those of the individual employee. Such findings are shocking for the U.S., which has endured numerous business scandals, including Enron, where the entire organization was destroyed by unethical behavior. Clearly, organizations still have much work to do to establish and meet their ethical goals.

Fortunately, the good news is that the survey revealed how HR professionals are playing a positive role in shaping ethical climates and cultures in their organizations. For example, 81% of HR professionals in the survey reported the unethical conduct they observed or encountered to a higher authority, compared with only 61% of other employees. In addition, many of the ethical problems encountered can be reduced by including HR professionals in developing strategic approaches to building stronger, more ethical organizations. Establishing written ethical codes of conduct, facilitating ethics training, providing written policies on use of business equipments (e.g., email, Internet), offering anonymous ways to report ethics violations (e.g., ethics telephone or web site hotlines), and making ethics a part of performance management are all areas to which HR professionals can positively contribute. Therefore, we can be optimistic about organizations becoming more ethical.

Living the values espoused in our professional code of conduct** can make a significant difference in our organizations. Building “respect, credibility and strategic importance for our profession,” influencing “workplace and recruitment practices,” and encouraging “professional decision-making and responsibility,” as well as “social responsibility” are all activities that provide leadership in establishing ethical cultures in organizations. Personally adhering to the “highest standards of ethical and professional behavior,” complying with the law, and striving to “achieve the highest levels of service, performance, (and) social responsibility” are also essential individual behaviors that contribute to our serving as responsible, ethical role models and advocates within our organizations.

You can be proud of being a member of a profession that fostered ethical behavior even when it was not “fashionable.” Indeed, it is likely that you were attracted to the profession because your personal values are congruent with those practiced in the profession. Your participation in Eastern Michigan University’s MSHROD program has served to reinforce your commitment to the ethical fulfillment of your professional values. Even today, your professors in the Management Department and College of Business can continue to serve as professional resources for ethical standards. Thus, you are well positioned to provide the strategic leadership that is, and will be, sorely needed in U. S. business. We know that you are equal to the task and salute your commitment to supporting both your organizations and fellow employees as they strive to meet ever higher ethical standards in day-to-day business activities.

*Complete survey results are available from SHRM at <http://moss07.shrm.org/Research/SurveyFindings/Articles/Pages/EthicslandscapeinAmerica.aspx>

**Complete SHRM Code of Ethical and Professional Standards in Human Resource Management is available at <http://moss07.shrm.org/about/Pages/code-of-ethics.aspx>

2009 Graduate Research Fair

The Graduate Research Fair will be held Monday, March 23th, from 9a.m.-8p.m. in the EMU Student Center. This annual event showcases outstanding research and creative projects by EMU graduate students. Both morning and afternoon sessions will include presentations or poster/display sessions relating to dissertation/thesis research, independent study projects, capstone experiences or special projects, art, music and theatrical performances, and outcomes from practicum and internship experiences.

This year there will be an awards luncheon. A raffle will take place for Fall tuition awards – one for a current graduate student and one for a current undergraduate student! Please come and support your fellow students!

The Management Department has nominated the following students/groups to participate:

Chevetta Burton was nominated by Dr. Crissie Frye. Chevetta will be presenting “Emotional Intelligence and the Leadership Practices of Female Middle Managers.”

Jason Mancini was nominated by Professor Mary Vielhaber for his work in Management 648. He will be presenting his research on “The Presidential Campaign Communication Strategies and Messages of John McCain”

Andrea Rafferty was nominated by Professor Mary Vielhaber for her case study from Management 648. She will present her case study “A Case Study of Organizational Communication in a Japanese-America Joint Venture.”

Chang-Soeb Yeo, Abdullah Alaskar, Abdullah Almasarir, Mohammed Alqahtani, George Campbell, and Daniel Maier were nominated by Dr. Megan Endres for their MGMT 610 project. The group will present “Seasonal Work Attitudes: Possible Effects of Employee Need for Achievement, Autonomy, and Power.”

Student News and Announcements

Congratulations 2008 MSHROD Graduates

Fall 2008

- Chevetta Burton
- Ana Grbic
- Kela Green
- Keshia Hobley
- Nicole Johnson
- Pandeli Kondi
- Stratos Kotzabassi
- Catheryn Schmittling
- Marla E. Stuck
- Joshua Weil

Congratulations 2008 HR Certificate Graduates

Fall 2008

- Debra Buckson
- Samantha Kapusky
- Lisa McLiquham
- Tanya Thomas

Practicum Orientation (MGMT 688):

If you plan on taking the Practicum course during Fall 2009, please attend one of the following orientation meetings:

Wednesday, April 8, 2009, from 5:15-6:15 pm in COB 472. (Refreshments will be served.)

Saturday, April 4, 2009, from 8-9 am at Livonia in room 406. (Refreshments will be served.)

A course syllabus and important information will be given to help prepare for the course. If there are questions or you are unable to attend, please contact Dr. Jean McEnery at jmccenery@emich.edu or 734-487-0224.

Remember that the prerequisites for MGMT688 are all MSHROD core courses and two MSHROD electives. Also, before you can register you must have finished any needed business foundations and taken the GMAT/GRE to be admitted into the MSHROD program.

You will need to get permission from the Management Department to register for practicum (MGMT 688). We will be checking all prerequisites, completion of all core classes, and completion of the GMAT/GRE. Please email carol.muglia@emich.edu with your full name and student number requesting permission to register.

Seeking Practicum Opportunities:

Do you have an opportunity for a practicum student? The Practicum course is being offered 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 non-profit organizations.

If you or someone you know would be interested in working with a graduate student, please contact either Dr. Jean McEnery at jean.mccenery@emich.edu or Dr. Mary Vielhaber at mvielhaber@emich.edu.

Course Offerings

Spring 2009 Course Offerings

Core Classes

MGMT509 (Strategic Human Resource Management) – Ypsilanti, Tuesday (McEnergy)

MSHROD Pre-approved Electives

MGMT615 (Organizational Design and Strategy) – Livonia

MGMT638 (Continuous Improvement Teams) – Ypsilanti, Monday/Wednesday (Day)

MGMT696 (Strategic Management) – Livonia, (Chowdhury); Ypsilanti, Tuesday/Thursday (Chowdhury)

LAW540 (Employment Law) – online (Defenbaugh)

Summer 2009 Course Offerings

Core Classes

MGMT505 (Organizational Theory and Behavior) – online (Milner)

MSHROD Pre-approved Electives

MGMT616 (Negotiation and Influence) – Ypsilanti, Tuesday/Thursday (Day)

MGMT622 (Current Issues in HR) – Livonia (Camp)

MGMT681 (Building a High Performance Learning Organization) – Traverse City, July 11-17th (Day)

Spring/Summer 2008 Livonia: Times and days may differ with each course, please check schedule on my emich webpage

Summer MGMT 681 Special Topic Course Descriptions

Building a High Performing Learning Organization

Meeting Time: Saturday, July 11th - Friday, July 17th

Written by Professor Christine Day

This course introduces learners to the possibilities of developing high performance learning organizations. The learners will create a learning community in which they will explore and experience how the five disciplines of systems thinking, personal mastery, mental models, team learning and shared vision effect learning and influence human resource and management practices for building high performing organizations. These Learning Organizations also afford the possibility of achieving extraordinary performance through individual and collective learning opportunities, with satisfaction and fulfillment for those involved in the process. The organization's values, policies, practices, systems and structures support and accelerate learning and knowledge transfer for all employees.

The learning results in performance strategies which constantly improve work processes, products and services, the structure and function of individual jobs, teamwork, and effective management practices. More than anything it results in a more successful business and a high performance organization. The effect of organizational learning is change in both business and individual employees.

The class is being taught by Dr. Christine Day. Her area of research focus is Knowledge Transfer. Day took Peter Senge's Learning Organization course at MIT, Boston.

Fall 2009 Course Offerings

Core Classes

MGMT505 (Organizational Behavior and Communications) – Ypsilanti, Thursday (Day); Livonia, Saturday (Frye); online (Milner)
MGMT509 (Strategic Human Resource Management) – Online (McEney)
MGMT602 (Theory and Technique of Organizational Development) – Ypsilanti, Tuesday (Huszczko)
MGMT610 (Diagnostic Techniques and Research Methods) – Ypsilanti, Tuesday (Milner); Livonia, Saturday (Endres)
MGMT628 (Human Resource Development) – Livonia, Saturday (Blanchard)
MGMT688 (Practicum Human Resource Management/Organizational Development) – Ypsilanti, Tuesday (McEney)

MSHROD Pre-approved Electives

MGMT611 (HR and Technology) – Ypsilanti, Wednesday (Isenhour)
MGMT616 (Negotiation and Influence Strategies: Applications for Business) – Livonia, Saturday (Tubbs)
MGMT618 (Staffing) – Online (Camp)
MGMT620 (Compensation Management) – Livonia, Saturday (Schulz)
MGMT638 (Building Continuous Improvement Teams) – Livonia, Saturday (Day)
MGMT648 (Communication and Organizational Development) – Ypsilanti, Monday (Vielhaber)
MGMT696 (Strategic Management) – Ypsilanti, Thursday (Newell); Ypsilanti, Monday (Chowdhury)

Graduate Assistantship Positions Available

If you are interested in applying for a GA position in our department, please send your resume and application to the Management Department, 466 Owen. You must also fill out the online application for the Graduate School. GA positions in the Management Department require 10-15 hours per week during the Fall and Winter semester and a commitment to work either Spring or Summer terms. Full-time GA positions include the payment of 18 tuition credit hours plus a stipend. For more information, contact Dr. Fraya Wagner-Marsh, SPHR, GPHR at (734) 487-3240 or at fwagnerm@emich.edu.

New MSHROD and Graduate Certificate Students

Johanna Ahumada	BBA from Eastern Michigan University
Deborah Apsley	BS from Eastern Michigan University
Rohela Asif	BA from University of Michigan Dearborn
Demeteral Beaman	BA from Adrian College
Teresa Breymaier	BA from Concordia University
Shannon Chamberlain	BS from Eastern Michigan University
Maya Davis	BS from Oakland University
Karena Davis	MBA from University of Phoenix
Debra DeLaine	BS from Eastern Michigan University
Crystal Dunt	BS from Eastern Michigan University
Jennifer Elarton	BA from Michigan State University
Laszlo Erdodi	BS from Eastern Michigan University
Debra Flournoy	BS from University of Illinois Urbana
Crystal Forster	BBA from Cleary College
Suzanne Gagnon	BA from Michigan State
Michael Hall	BA from University of Toledo
Amanda Harrison	BS from Eastern Michigan University
James Hendee	BS from Eastern Michigan University
Erika Koski	BBA from University of Michigan Dearborn
Jamie Kowalski	BC from Michigan State
Jeanie Laubenthal	BS from Eastern Michigan University
Jason Lovelly	BA from University of Michigan Dearborn
John Mikkelson	BA from University of Michigan Flint
Marla Patlow	BBA from Northwood University Michigan
David Reeser	BBA from Eastern Michigan University
Jeremiah Richardson	BS from Eastern Michigan University
Latoya Robinson	BS from Eastern Michigan University
Tamara Thomas	BBA from Baker College Flint
Tony Trevino	BA from Michigan State University
Agnes Wendling	BA from Northern Michigan University

Practicum Projects Provide HR/OD Consulting Skills to the Community

Javiera Aguirre is working with Human Resources of the University of Michigan Health System on the evaluation of the ePerformance Pilot Project. Javiera is developing a Pilot Survey to measure the participants' reactions to the ePerformance system, as well as their reactions to the online training. Also, Javiera will propose themes related to the implications of introducing an e-HR system in the organization to be discussed in focus groups at the end of the pilot. The goal is to stimulate and maximize the feedback from the participants in order to identify areas of improvement for future implementation of the ePerformance Management module.

Nawaf Alshammari is working with the Saudi Arabian Cultural Mission in Washington DC to redefine the job description of academic advisors who administer and guide the academic affairs of nearly 18,000 Saudi students studying in the United States. Nawaf will also provide the Saudi Arabian Cultural Mission with a standard student checklist to evaluate the students' performance and to enable the Cultural Mission to monitor the students' progress and to provide accurate feedback.

Sidra Aslam is designing and developing a one-day workshop for senior managers at an IT company. The objective of this workshop is to provide training on the leadership skills required for effective communication and conflict management at work. She will develop the training plan as well as training material for the trainees.

Glenn Barner is working with the non-profit Chelsea Center for the Arts. He will conduct employee and supervisor interviews to write job descriptions for the Executive Director, Bookkeeper/Registrar, and Program Assistant. He will also document the process and write a job-specific performance evaluation form for at least one position.

Lexie Bopp is working with the University Health Service at the University of Michigan as they convert from a paper based health record to an electronic health record. Lexie developed a survey to benchmark other comparable institutions that had converted to an EHR. She also developed a second survey that was distributed to the clinicians to gain an understanding of their needs. A final consulting report with recommendations will be given to the Medical Director.

April Campbell is developing a Goals-Based Strategic Plan with In Touch Therapeutic Massage in Ann Arbor. The purpose of this project is to develop a mission and vision statement, and create a process to enable the development of measurable goals, strategies and action plans toward achieving short term and long term goals.

Guy Conti is assisting a small law firm with their calendar management and documentation system. Their challenge is to ensure accurate, accessible calendars for their attorneys and employees as well as allow for the fast retrieval of important documents both in the office and remotely at court. It will involve process review and modification as well as advising on technology acquisition.

Maureen Dixon is developing a standardized new hire paperwork packet to assist with the merger of two companies. She will be working with 11 HR Managers to develop the packet that will be utilized for all hourly plant employees. This project will assist the company in bringing all HR data entry from the plant locations to the corporate office, while assisting the company meet its strategic goal of a "one company culture."

Bonnie Emrick is conducting a benchmarking study on clerical skills testing and training for Human Resources at Eastern Michigan University. She will gather and analyze data and prepare a consulting report for the client. Recommendations will be provided for updating clerical entrance testing as well as training sessions that will be offered in the future to clerical employees.

Corinne Flynn is working with a nonprofit organization in Detroit to develop a volunteer employee recruitment and retention program. In addition, she will research and identify additional sources of funding for the organization, since the organization receives no government or United Way funding.

Kerry Griffith is working with the National Wildlife Federation's Great Lakes Regional Center to provide cost effective training recommendations for the individuals and group in the office. She is conducting interviews with each employee to complete a training needs analysis that will drive the recommendations for future training activities.

Dan Jacey is working with an organization called Together We Can (TWC). TWC is a non-profit organization that provides educational information to individuals recovering from substance abuse. The program year begins each September and culminates in a weekend recovery conference that attracts around 200 participants. Dan will be creating job descriptions and event timelines to help the volunteer Board and Committee members' transition from one year to the next.

Irfan Kausar is assisting a major international university in its AACSB and EQUIS accreditation process by conducting an intellectual capital assessment of faculty members at the School of Business and Economics. In addition to the intellectual capital measurement, he will also provide recommendations for managing the intellectual capital in accordance with the AACSB and EQUIS accreditation process.

Erica Krolik is auditing a large automotive supplier's compliance with 2009 legal changes. She will be analyzing current practices, evaluating compliance and making change recommendations. She also will be creating an internal website to publish the information for all North American HR professionals in the organization to use as a resource.

Erika Lane will be working with a division of Dining Services on Eastern Michigan University's campus. She will be doing interviews and developing job descriptions for their student staff positions. She will also develop a template for developing future job descriptions and an interview guide for one of the key positions.

Susan Napiantek will be working with a large law firm in Detroit. Susan will be creating job descriptions for various positions within the firm as well as creating a job description template for future use by department managers. She will also be constructing an interview guide that explains techniques, advantages, and pitfalls of behavior-based interviewing.

Brian Rexroth is working with the Senior Partner of a real estate appraisal firm with offices in Flint and Troy Michigan to create job descriptions and interview guides for three positions within the organization. The company will use the job descriptions to implement performance appraisal processes in the future and the interview guides to hire candidates for their Troy office.

Jeremiah Richardson is working with the Director of Housing at Eastern Michigan University to complete a performance evaluation audit for resident advisors and office managers.

Tijuan Smith is working with a client at the University of Michigan. Together they are reviewing the job requirements and developing an interviewer's guide that will be used in the selection process of an Assistant Director.

Kristen Sullivan is conducting a communication audit with Schindler Elevator Corporation. A questionnaire and one-on-one interviews will be used to collect data and provide information on the strengths and weaknesses of the current communication process within the organization. Using this data, she will provide recommendations for improvement of Schindler's communication process.

Alexandria Suzore is working on a training project for teachers at Jefferson 5th/6th Middle School. Alexandria will be developing a training program and materials on CPS Software and equipment for the teachers. CPS includes equipment that will help to support classroom learning by tracking student performance and standards required by the state.

Alumni & Student Updates!!!

Vanessa Claus has co-authored a paper with Dr. Greg Huszczo, "Does Type Influence Your Approach to Change" which was accepted for presentation at the XVIII Biennial Conference of the Association for Psychological Type International in August.

Kasia Czajka has accepted a job in Ypsilanti and is getting acclimated.

A new consulting practice has been started in Traverse City. **Bill Hendry Consulting** will focus on the areas of human resources and organizational development. The practice is owned by Bill Hendry, graduate of Eastern Michigan University's Masters of Science in Organizational Behavior and Development, 1989, and Bachelors of Business Administration, 1983. Hendry says that he has seen a number of organizations struggling with how to get more done in the human resource area with the same or even fewer people. His focus in HR will be helping organizations that do not have an HR department, want a fresh and objective review of their current human resource practices, or complete special projects.

Erika L. Koski has earned her PHR certification!

Focus on a Student: Amy Long

By Maureen Dixon

Amy Long is not your typical MSHROD student, having absolutely no background in HR. She is a graduate of Western Michigan University with a Bachelor of Arts in Organizational Communication. The majority of her professional career has been in operations and customer service driven roles, which is something she loves. She has been trained as a Six Sigma Black Belt and enjoys the day-to-day events of Continuous Improvement activities.

Amy has been working for Henkel for over three years and was promoted to a Management Process Specialist over a year ago in the Operations Continuous Improvement Department. As a Management Process Specialist Amy gets to facilitate training sessions, provide mentoring, problem solving workshops, and so much more. Amy described her job as the perfect one for her personality, her technical skills, and her professional skills. Every day she gets to go to work, be herself, and no longer has to fit a company's mold; she has created her own at Henkel.

Amy decided to join the program after Jean Bush-Bacelis lauded the benefits of the program. When she first started at EMU, Amy was pursuing an MBA. Dr. Bush-Bacelis identified Amy as a candidate for the MSHROD program through Amy's professional experience and outlined the benefits of the Organizational Development aspect of the program. After Amy was promoted into her current position, she decided to take the leap and change majors because she felt she no longer required an MBA and could pursue a degree that truly fit her personality.

According to Amy, Management 610 has been her favorite class of the program. This was the first class where she not only got to learn something of interest to her, but she got to connect with people in the program. She had been taking online courses to fit with her schedule, and 610 was one of the first classes she took in the classroom setting. She described Dr. Megan Endres as a "phenomenal" professor who made learning statistics much less threatening. In addition Amy enjoyed the benefits of being able to connect face-to-face with fellow MSHROD students on her project team.

Anyone who talks with Amy about the program will realize after five minutes how amazing Dr. Fraya Wagner Marsh is and how she is the glue that makes the program work. Amy expressed how Fraya serves as the ambassador for the program, brings a positive energy to the room and, no matter what your

concerns, makes you feel you can overcome any obstacle, even when you are joining a program that is half HR, and you have absolutely no knowledge of what HR really does. "It is HUGE for this program to have an advisor who is so great!"

Amy is about halfway through the program with only two core classes left to complete and has some pretty great ideas of improvement areas for the program. Amy expressed an interest in the program developing a student organization for those who are very much interested in Organizational Development. She believes it will be a great complement to the program, and members of the program who are interested in HR, but find themselves just as drawn to the OD, could benefit greatly from a group like that.

I asked Amy how she felt about HR after not having been exposed to it previously. Amy expressed how she definitely can see the higher connection between HR and OD and how it makes sense that those two things just go together. "Any time you make changes in an organization, you need to know how it will affect your people." She is a true believer that "Corporate America" needs to take on the challenge of bringing HR and OD together.

Focus on Faculty and Lecturers

Dr. Sanjib Chowdhury has been notified that his article, "Demographic Diversity for Building an Effective Entrepreneurial Team," has recently been reprinted in a prestigious research volume on entrepreneurship, *Entrepreneurial Team and New Business Creation*, edited by Mike Wright & Iris Vanaelst. The article is viewed as one of the 18 most influential studies on the nature and role of entrepreneurial teams during the 22 years from 1986 through 2008.

Dr. Sanjib Chowdhury and Dr. Megan Endres also had their paper, "The Impact of Client Variability in Nursing on Occupational Strain and Injury: The Cross-Level Moderating Effect of Safety Climate," accepted for the *Academy of Management Journal*. Publication in this top-tier journal is a tremendous accomplishment.

Dr. Greg Huszczo had his paper, "Making a Difference by Being Yourself" accepted for presentation at the International Positive Psychology Association's first conference in Philadelphia in June. In addition, he had a second co-authored (MSHROD student Vanessa Claus) paper, "Does Type Influence Your Approach to Change" accepted for presentation at the XVIII Biennial Conference of the Association for Psychological Type International in August

Since the publication of Greg's book, *Making a Difference by Being Yourself: Using your Personality Type at Work and in Relationships*, he has been interviewed on 42 radio shows about its message and will present two-day workshops related to the book in Chicago (May) and Dallas (August). Podcasts of the radio appearances are available online.

Greg is also speaking at the Scanlon Leadership Network conference in Kalamazoo (May) and the Michigan Labor-Management Association conference in Lansing (April), as well as the Detroit Chapter of the Association for Psychological Type in Birmingham (March). He has also conducted a Myers-Briggs Type Indicator workshop ("It's not what your Personality is; It's how you use it") for our EMU chapter of SHRM and to the Provost, Deans and Department chairs leadership group at EMU.

Dr. Linda Isenhour's article, "Human Resource Management and Business Growth Strategy Alignment in Service Firms" was published in February, 2009, in the *International Journal of Global Business and Economics*. In addition, her paper, "Expanding Organizational Attraction Research: Exploring the Role of Technology" was accepted for presentation at the 15th International Conference of Industry, Engineering and Management Systems.

Professor Toni Knechtges, SPHR, will be a featured speaker at the Institute for Continuing Education's (ICLE) 34th Annual Labor and Employment Law Institute in April. Toni's topic will be Cancer in the Workplace. Toni will also serve as the moderator for the Human Resource Track during the conference. Toni was also elected to a national SHRM position in January for calendar year 2009. She is now the Membership Advisory Council (MAC) representative for the North Central Region. In this capacity, Toni and the four other MAC representatives in the other regions of the country will interview a wide variety of SHRM members throughout the country on items of interest to the board. The MAC representative is the voice of the region. The MAC meets with the three SHRM boards and top level management of the organization twice annually. Toni served most recently as the Director of the Michigan Council of SHRM for the past two years.

Dr. Stewart L. Tubbs and co-authors Brock Husby (University of Michigan) and Laurie Jensen (Henry Ford Health System) were recognized with a "Best Paper Award" from the Association for Global Business for their paper entitled, "Integrating Leadership Development and Continuous Improvement Practices in Healthcare Organizations." This is Stu's third "best paper or best author" award in three years! Stu's co-authored paper, "Leadership Development and Adaption-Innovation Theory," was accepted for the Global Business and Finance Research Conference.

In addition, Stu published the 10th edition of his book, *A Systems Approach to Small Group Interaction*, McGraw-Hill, 2009, and also published the 7th edition of his book, *Keys to Leadership: 101 Tips for Success*, McGraw-Hill, 2009.

Dr. David Victor had his article, "An Interdisciplinary International Business Degree at Eastern Michigan University," published in the *Business Communication Quarterly*. He also had his paper, "Language Selection in Business Settings: Cultural Ramifications on Business Interactions," accepted for presentation at the 2009 CIBER Business Language Conference.

Dr. John Waltman's coauthored article, "The Business Professional Dynamic Model," was published in the *Ethics and Critical Thinking Journal*

Dr. Fraya Wagner-Marsh was selected as a subject matter expert reviewer for the SHRM Learning System 2010 Total Rewards module. She will be attending the SHRM Global Conference in Toronto in March, the annual SHRM/Holmes Corporation Annual Conference in May in Nashville and the national SHRM conference in New Orleans in June. In addition, Fraya was recently elected to serve on the Greater Ann Arbor SHRM Board as the HRCI Representative. She taught the MGMT509 course in China during the Fall 08 semester and will be teaching the capstone course there next Fall.

Faculty Focus: Excellence in Scholarship

Dr. Greg Huszco had his most recent book, *Making a Difference by Being Yourself: Using Your Personality Type at Work and in Relationships*, published late last year by Davies-Black Publishing (now owned by Nicholas Brealey Publishing of Boston and London). Dr. Huszco's book tries to help us figure out how to USE our personality not just understand what our MBTI type letters are. Many MSHROD grads volunteered to be part of the study that led up to this book. In total he asked 500 people from all walks of life for three stories each: 1. a time when they made a difference at work; 2. a time when they made a difference in a relationship; and 3. a time when they made a difference in their community. Themes were identified in each story by a team of MSHROD graduate assistants who were given no personal information about the subjects in the study. Then the frequency distribution of the themes was analyzed to determine which personality types (using the Myers-Briggs Type Indicator framework) reported which themes most frequently. In particular the four core types- Stabilizers, Harmonizers, Catalysts, and Visionaries – were found to report different ways to make a difference. Thus it was determined that the best way to make a difference boils down to just being yourself. The book shares lots of the stories and delivers a complete toolkit to take personal insights and awareness to the next level: to live your life consciously and exploit your strengths and talents in ways that make a meaningful difference.

Making a Difference by Being Yourself has been widely acclaimed, leading to a European book tour for Dr. Huszczo in Belgium and the Netherlands. Widespread affirmation of the book has also led to Dr. Huszczo's appearance on 42 radio talk shows including stations in California, Texas, Utah, Virginia, Seattle, Boston, New York City and Washington, D.C. This summer Greg will be doing workshops based on the book in Chicago, Philadelphia, and Dallas. Google "makingadifferencebybeingyourself" for more updates.

MSHROD Alumni Interview: Erin Hoffmann

By Dr. Eric Shulz

Erin Hoffmann is a Spring 2005 graduate of the MSHROD program. Erin received her bachelor's degree from Michigan State before coming to the MSHROD program. Erin arrived at Eastern Michigan University after working in Chicago for Accenture Consulting and completed the MSHROD program in a little over one year. Erin is currently employed as a Human Resource Development Consultant at McKinley Corporation, a National Property Management firm. McKinley is headquartered in Ann Arbor, Michigan, with a presence in several Midwestern and southern states. Erin has been employed by McKinley for the past three years. Erin's job responsibilities include employee relations, recruiting and training and development activities. Since Erin graduated from the MSHROD program, she has received her PHR certification and remained active in the Greater Ann Arbor Society for Human Resource Management. Erin was drawn to the MSHROD program because of the integration of human resources and organizational development within the program. While Erin was a student within the program, her favorite courses were Organizational Development taught by Dr. Diana Wong and Staffing taught by Dr. Richard Camp. While enrolled in the MSHROD program, Erin was President of the Eastern Michigan Student Chapter of the Society for Human Resource Management (SHRM). Specific advice that Erin suggests for all current MSHROD students is to work hard, network as much as possible, get involved with SHRM and, when selecting a job, get a realistic job preview.

Our Undergraduate Management Students Need Your Feedback!

Undergraduate Assessment gives our Management seniors feedback on their skills in communications, leadership, teamwork, and problem-solving.

We invite you to be an assessor and give students feedback from the perspective of a professional in the field!

As an assessor, you would work with faculty in interviewing students in small groups, and observing their discussion of a case study. Assessors give verbal and written feedback to the students. It is an experience that is rewarding for both students and assessors.

"It's an opportunity to see students apply what they have learned and to see how they have grown." - Dr. Linda Isenhour, Assistant Professor

When: Fall, Winter, Spring terms
One 3-hour time frame (TBA)

Where: COB classroom

Review of 2007-2008 for the EMU Student SHRM Chapter

By Peter Anthony, Chapter President

The 2008-2009 academic year has been busy for Eastern Michigan University's Student Chapter of the Society of Human Resources Management (SHRM). Chapter members have been involved in the following events:

The Student Chapter worked with the Executive Board for the Ypsilanti Heritage Festival and prepared a survey that would help the planning and designation of resources for the future of the Festival. The SHRM students distributed the survey and analyzed the data to present to the Executive Board to help planning for future years.

The Chapter collected books in December to donate to the "Give the Gift of Reading" project for underprivileged children in the Detroit community. Our Student Chapter collected books for this Detroit Free Press Charity. The Chapter also worked on a community service project for the University of Michigan Hospital, collecting handmade Valentine's Day cards created by SHRM members. These cards were then distributed amongst the patients on Valentine's Day in February of this year. The Greater Ann Arbor Society for Human Resource Management (GAASHRM) and the Human Resource Association of Greater Detroit (HRAGD) sponsored our Mentoring Program. Student mentees were matched with their mentors based upon their specific interests in the HR/OD field.

Our student members were able to attend several EMU SHRM organized company visits. The Student Chapter visited the Chelsea Milling Company (Jiffy) in the Fall semester. The Michigan First Credit Union was the first of several tours that occurred during the Winter semester. This was followed by a visit to University of Michigan's HR Department for a Board Discussion. Finally the chapter visited The Ford Rouge Plant the first week

EMU SHRM's speaker meetings included presentations relating to "For-Profit vs. Not-For-Profit Human Resource Management" by Magda Marudas, Director of HR of Detroit Symphony Orchestra; "Workforce Readiness- The Real World of Work" presented by Emily Stawiarski, Work Force Readiness Director from HRAGD; "Innovations in HR Management" given by Rita Fields, VP Talent and Workforce Strategies of Henry Ford Health Systems; "Applied Strategies of HR Management" by Jeremy Delozier, HR manager, Kerr Corporation; "Mentor Program" given by GAASHRM Mentoring Committee; "PHR/SPHR/GPHR Certification" presented by Toni Knechtges, SPHR, and Fraya Wagner-Marsh Ph.D., SPHR, GPHR, Co-Faculty Advisors of SHRM Student Chapter at Eastern Michigan University; "Making a Difference by Being Yourself: Using your Personality Type at Work and in Relationships" by Greg Huszczo Ph.D., Professor of Management at Eastern Michigan University; and "Behavioral Interviewing and Salary Negotiations" by Michelle Ruppel, Founder of HR Strategies and Solutions. During the month of March, "Identity Theft" will be given by Becky Carson, of Pre-Paid Legal Services, Inc. Our student chapter would like to thank all the presenters who have taken the time to contribute to making our chapter meetings successful.

Our Student Chapter was a co-sponsor with Career Services for the EMU College of Business Career Day Conference Panelist discussions on "Careers in Human Resources" and "Careers in Management" with panelists participating from Disney and Michigan First Credit Union.

Student members contributed to the EMU SHRM Resume Book that was finalized and will be sent out to the Executive Boards of both GAASHRM and HRAGD.

Our student members had the opportunity to participate in Ethos Week activities taking place at our College of Business. Some members took leadership roles on various planning committees. There were many speakers, who talked with students about ethical issues in various aspects of business, as well as other related activities in which the students were able to participate.

Our Student Chapter presented a Myers-Briggs Type Indicator workshop to discuss how a personality type can best communicate and work with others in a group or team setting. This took place during the month of February led by Greg Huszczo, Ph.D., and Professor of Management at Eastern Michigan

University. We also have another workshop taking place mid-March that will be presented by Christine Day, Ph.D., Professor of Management at Eastern Michigan University.

Gen-Y Recruiting, Listening Up, Virtual HR Learning, and Innovation Teams Take Top Honors at 2009 Arbor Awards for Excellence

Four Michigan employers are the recipients of the prestigious 2009 Arbor Awards for Excellence in recognition of their innovative human resource strategies that are helping to build Michigan's new knowledge-based economy. The awards were presented Thursday, March 12, at a special breakfast ceremony courtesy of The Ritz-Carlton in Dearborn, Michigan.

The 2009 Arbor Awards for Excellence recipients are

- **R. L. Polk & Co.**, a global company that specializes in automotive information and marketing solutions. Based in Southfield with offices worldwide, R. L. Polk & Co. is pioneering new methods of recruiting high tech talent using social media strategies such as chat rooms, Facebook, Twitter and a robust internship program, strategies that enable job candidates, in particular techies from Generations X and Y, to "experience Polk." Polk has developed a pipeline of qualified candidates and talent pools. Its philosophy is to "Hire slow. Hire tough," taking two to three months or longer to make the right hire. As a result of Polk's **Recruiting for Results** strategy, employee recruitment, retention and satisfaction have increased dramatically. The award was accepted by Jay Marshall, Manager of Talent Acquisition and Deborah Young, Vice President, North American HR for R.L. Polk.
- **University of Michigan (U-M)**. U-M employs a staff of more than 27,000 people involved in higher education, research and health care. Communicating throughout the decentralized organization presents an opportunity and a challenge to its leaders. **Voices of the Staff** is an award-winning initiative that annually rotates participation for approximately 120 people from all areas of the university and health system to share ideas and concerns and create a dialogue with President Mary Sue Coleman and top administrators. This "bottom-up" communications initiative has been successful in contributing to major changes such as improved parking and transportation, creating a career development website for employees, and helping evaluate an enhanced dental plan. The award was accepted by Laurita Thomas, Associate Vice President for HR and Teresa Sullivan, Provost and Executive Vice President for Academic Affairs at UofM.
- **Comerica Incorporated**. Comerica Bank, a subsidiary of Comerica Incorporated, has a business footprint across five states: Arizona, California, Florida, Michigan and Texas, with select businesses operating in several other states, as well as Canada, China and Mexico. In 2006 Comerica invested in HR by building its **HR Academy**, an internal service and career development learning center for human resource professionals at every level of the organization. More than 130 HR colleagues (40% of whom were new in 2006), have/are participating in the **HR Academy's** virtual learning program that, among other benefits, enables HR professionals to build contemporary HR competencies, a personal career plan and a deeper business skill set. The award was accepted by Dr. Jacqueline Wolf, Executive VP and Chief HR Officer at Comerica.
- **NSF International**, a not-for-profit global public health and safety certification organization based in Ann Arbor, is expanding its business by making sure that toys are safer thanks to an innovative idea from an employee. Best known for certifying products and writing standards for food, water and consumer goods, NSF is growing its business by listening to its employees at all levels and functions in the organization. Developing **Employee Innovation Teams** is a structured method to motivate and engage employees in idea generation, ensuring that anyone with a good idea is heard, and evaluating ideas for their market potential. Employees' ideas are being implemented with a positive effect on NSF's bottom-line. Recently, an Employee Innovation Team developed the idea of testing

toys for safety. It was this idea that launched the framework for NSF's Toy Safety Program, which began at the height of the toy recalls during the fall, 2007. More than 100 ideas have been submitted since the start of the **Employee Innovation Teams** in 2007. A second Employee Innovation Team explored nutritional labeling on packaged foods, which resulted in a new "Smart Choices Program," alerting consumers to smarter food choices while shopping. The award was accepted by Jim Lewis, GPHR, SPHR – Vice President HR at NSF.

The Arbor Awards for Excellence which recognize best practices and innovation in human resources are sponsored by The Arbor Consulting Group, Inc., a national human resource management consulting firm based in Northville, and Eastern Michigan University, Master of Science HR/OD Program. The Arbor Awards for Excellence program, which was established in 1996 to recognize excellence in human resources, is conducted biennially. This year marks the 10th anniversary of the awards ceremony.

SHRM: HCRI Certification Announcement



For more information check online, at www.hrci.org.

2008 Exam Schedule

Exam	Testing Window Duration	1st Testing Window	2nd Testing Window
PHR/SPHR	8 weeks	May 1 -- June 30, 2009	Dec. 1, 2008 -- Jan. 31, 2010
GPHR	4 weeks	May 1 -- May 31, 2009	Dec. 1 -- Dec. 31, 2009

Application Deadlines

Exam	Window	Reg. Deadline Date	Late Deadline Date
PHR/SPHR	May 1 - June 30, 2009	March 13, 2009	April 17, 2009
PHR/SPHR	Dec. 1, 2008 - January 31, 2009	Oct. 9, 2009	Nov. 13, 2009
GPHR	May 1 - May 31, 2009	March 13, 2009	April 17, 2009
GPHR	Dec. 1 - Dec. 31, 2009	Oct. 9, 2009	Nov. 13, 2009

If you have sat for the PHR exam over the last year, the EMU Student SHRM Chapter would like to know! Please contact Fraya Wagner-Marsh, SPHR, GPHR, at fwagnerm@emich.edu or Peter Anthony, Student Chapter President, at shrm_chapter@emich.edu.

**61st Annual SHRM Conference & Exposition
June 28–July 1, 2009
New Orleans, Louisiana**

The SHRM Annual Conference & Exposition offers — for the best price in the market today — the most comprehensive and relevant professional development programs. Attendance will improve your knowledge, skills and abilities as an HR professional.

SHRM's Annual Conference Keynote speakers will motivate and inspire you.



Tom Brokaw



Earl Graves



John Kotter



Lee Woodruff

2009 Student Conference on Saturday, June 27, 8:00 a.m. - 5:00 p.m.

More than 300 SHRM student members from dozens of schools will attend this special one-day event. The 2008 SHRM Student Conference is a terrific opportunity for students and chapter advisors to network and participate in an educational program geared specifically to their needs. The Student Conference includes thought-provoking speakers, networking opportunities and an exciting awards program.

Receive a greatly reduced rate to attend the Annual SHRM Conference & Exposition. All concurrent and general sessions—plus the one-day Student Conference—are included in the student/advisor registration fee. For more information about the 2008 SHRM Student Conference, including session presenters and topics, visit and to register as a student member or chapter advisor, use the student registration form available at www.shrm.org/students.

Michigan Council of SHRM 2009 State Conference

HR'S GOLDEN OPPORTUNITY



**2009
STATE
CONFERENCE**
SEPTEMBER 30-
OCTOBER 2
THE LANSING CENTER
LANSING, MI

“HR’s Golden Opportunity” is the theme of the 2008 Conference in Lansing on September 30 – October 2, 2009.

The **Michigan Council** of the **Society for Human Resource Management (MISHRM)** invites Human Resource professionals, business owners, legal professionals and others interested in employment and human resource matters to attend a one-of-a-kind World Class HR focused Conference in Michigan.

Information is to be made available online at: <http://www.mishrm.org/State-Conference/index.asp>

The MSHROD Development Fund

Please consider a donation to the MSHROD Development Fund. The money that we receive is used to help sponsor student and alumni events such as the new student orientation, the practicum orientation, and the annual alumni speaker event. It is also used to support the MSHROD newsletter and the annual MSHROD student award. These events and activities help attract students and help alumni stay in touch. Any amount is welcome! Checks can be made out to MSHROD Development Fund and mailed to Dr. Fraya Wagner-Marsh, SPHR, GPHR at Eastern Michigan University, College of Business, Management Department, 300 W. Michigan Avenue, Room 466, Ypsilanti, MI, 48197. You can also make donations on-line by going to www.emich.edu and clicking on Foundation. Be sure to designate the MSHROD Development Fund. Thanks!!

MSHROD ALUMNI ASSOCIATION

If you are a MSHROD alumni or current MSHROD student who is practicum eligible and interested in finding out more about the MSHROD Alumni Association, please contact Jennifer Mack, President at barjlm@sbcglobal.net. The officers for the MSHROD Alumni Association are Jennifer Mack, President and Zachary Fairchild, Vice-President. Positions are open for Treasurer, Secretary and Activities Director.