

# BUSINESS NEWS & VIEWS

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## Introduction

This publication, now in its third year, is prepared by the Business Administration Department, with help from the B.A. Club. It is designed to provide BBA students with current and accurate information about faculty, events, and contemporary thoughts. Your comments and questions are welcomed.

## Business Administration Club

The Annual BA Club Pizza Party took place at Shakeys earlier this quarter. The club has also sponsored a resume writing workshop this year to help students better prepare for recruiters and interviews. Some upcoming events to look forward to include, a seminar on Job Hunting Strategies on October 26 at 7:00 p.m. in Kirby 355 by Julie Westlund from Placement, a speaker on the interviewing process and of course the annual banquet held every spring.

The BA club officers encourage any ideas you may have for the club, and ask you to drop them off at SBE 54 in the club's suggestion box. Just a reminder that SBE 54 is the new commons room and we encourage all BA students to take advantage of it. The BA club has a board in the commons room with information on classes, meetings and activities.

## Faculty Activities and Achievements

John Boyer, Jr. was promoted to Professor of Industrial Relations, effective Fall, 1981. A UMD graduate, John has been a faculty member during 1961-66, and continuing since 1970. He is a nationally recognized private and public sector arbitrator, and speaker and seminar leader.

## Faculty Activities and Achievements (continued)

Two arbitration decisions by Dr. Boyer on "Layoff Within Departmental Seniority Provisions" were published in Public Sector Arbitration Awards, published by the Labor Relations Press, Philadelphia, in July, 1981, and September, 1981. The publication is recognized as the primary reference source for academicians and labor-management advocates in the public sector.

Dr. Boyer was selected as one of ten Outstanding Contributors to the Labor Relations Profession for 1980 by the University of Michigan, Graduate School of Business Administration, and he will travel to the Society of Professionals in Dispute Resolution meetings in Montreal in November to present a paper titled, "An Assessment of Final Offer Arbitration in Public Sector Dispute Resolution." Boyer also serves on the program committee for the joint meetings of the societies of the United States and Canada.

Steve Rubinfeld is the co-author (with Michael Crino) of "The Uniform Guidelines: A Personnel Decision-Making Perspective," that appeared in the Employee Relations Law Journal, Summer, 1981. He will also travel to the Southern Management Association meetings in Atlanta in November to present a paper titled "Employment Agencies: The Hidden Pitfalls," (co-authored with Michael Crino, of LSU).

John Newstrom was the author of "The Dynamics of Team Teaching," that appeared in the July, 1981 issue of The Personnel Administrator. Together with Louis Olivias (Arizona State University), he was the co-author of "Learning Through Simulation Games," published in the August, 1981 issue of the Training and Development Journal.

## Faculty Activities and Achievements (continued)

Ted Breu is spending the year on a leave of absence as an adjunct Associate Professor of Management Science in Boston University's Metropolitan College Overseas Program. He will be based in West Germany and London, returning to UMD in August, 1982.

Fred Collison traveled to Sun Valley, Idaho in mid-October to present a paper, "Marketing Strategy Considerations For Future Great Lakes Coal Exports" (with Robert Cook) at The National Education Conference of Delta Nu Alpha (National Transportation education fraternity).

Dr. Richard Sielaff, Professor of Marketing, was elected July 1, 1981 to a three-year term on the Board of Directors of the Minnesota Academy of Science. Dr. Sielaff's Sales Management manuscript has been accepted (September, 1981) by the University of Minnesota Department of Independent Study, and is due to be published during 1981-82. Dr. Sielaff continues as Coordinator of the department's Internship Program, and reports that 36 students participated in the Internship in Management program during the summer of 1981.

Henry B. Person, Associate Professor of Operations Management and Management Science, received a grant from the University of Minnesota Council on Liberal Education for "Faculty Development in the Use of Computer-Based Planning Systems for Instructional Purposes." Twelve SBE Faculty members attended the seminar presented July 6-10 by Dr. Person to explain the Interactive Financial Planning System (IFPS). Dr. Person also presented examples of the use of IFPS in his own management classes, and helped participants begin development of new computer-based exercises to supplement their own courses. The seminar was well received and the continuing efforts of participating Faculty promise several innovations to keep SBE curriculum up to date with rapidly developing and powerful computing technology.

## Anticipatory Management

Some years ago, Yogi Berra, who had succeeded Gil Hodges as manager of baseball's New York Mets, was fired in mid-season. Berra's firing prompted a New York Times sports writer to recall the observation of a former Mets relief pitcher by the name of Tug McGraw, who was asked to comment on the difference between Hodges and Berra as managers. "Six innings," said McGraw. He went on to explain that "in the third inning of a game, Hodges would be thinking about what he might do in the sixth, whereas in the sixth inning, Berra would be thinking about what he should have done in the third."

When you strip away the frills, most if not all discussions of how to be a good manager and how to avoid being a bad one could be succinctly stated as "Six innings."

## Ingredients of Success

AT&T recently reported the results of their assessment center studies of over 250,000 people. The basic characteristics related to later advancement into management were:

1. (tie) Administrative skills
2. (tie) Interpersonal skills
3. Intellectual Ability
4. Verbal skills
5. Quantitative skills
6. Motivation for advancement

## Resumes of Seniors Being Compiled

In an effort to assist graduating BBA seniors to obtain better exposure to potential jobs, coordinator Fred Collison announced that the B.A. department will continue to produce a booklet containing the resumes of graduating students. Similar booklets have been found to be invaluable aids to corporate recruiters as they seek to locate qualified applicants.

## Resumes of Seniors Being Compiled (continued)

Standardized one-page resumes must be submitted to the department office by the deadline, along with an \$11 fee to defray printing expenses. Forms are available in SBE 110, and the Student Commons room (SBE 54). When all resumes are printed and bound, they will be distributed to all employers who will interview on campus, as well as to several dozen selected other organizations.

We are interested in helping you find career employment. Please participate!

## Department Adds Faculty; Recruits Others

Two full-time professors joined the B.A. faculty for Fall, 1981--Jack Chang and Steve Rubenfeld. The department has been authorized and is currently engaged in active searches for two additional persons--one in business policy and one in finance. The new additions are:

Jack Chang is currently completing his doctoral dissertation for his Ph.D. in finance from the University of Houston. Jack is recently married (Caroline). He holds bachelors and masters degrees in engineering, and received his MBA from the University of Houston. He is a member of the American Finance Association and the Operations Research Institute of America. He lists his extracurricular interests as travel, arts, photography, and political economy. Chang will teach corporation finance, investments and portfolio analysis.

Dr. Stephen Rubenfeld joined the B.A. faculty as an Assistant Professor. He, his wife Charlotte, and their two-year old daughter (Brenna) moved here from Lubbock, Texas where he was on the faculty at Texas Tech University. Steve received his bachelor's degree from Bucknell University, and his M.S. and Ph.D. degrees from the University of Wisconsin. He holds membership in IRRA, Academy of Management, and the Southern Management Association. He will teach in the areas of Personnel Administration, Selection, Compensation, Labor Relations, and Collective Bargaining.

## Part-time Faculty Add Expertise

A total of eight part-time faculty have been employed for Fall Quarter to teach business administration classes. Their diverse educational backgrounds and work experience lend additional strength to the cadre of twelve regular B.A. faculty. We are pleased that they are available and willing to share their time and talents to enrich our course offerings.

Jim Abelsen is a partner in the law firm of Edgerton, Theobald, Abelsen, and O'Brien. He has a political science degree from UMD, work experience with the Minnesota House of Representatives, and a J.D. degree from the Wm. Mitchell College of Law. He teaches BA 1106, the Nature of Law.

Jerry Agnew is a UMD alumnus (class of '65) and a graduate of Wm. Mitchell College of Law. For the past decade, he has been a staff lawyer for Bruess, Hamerston, Bye & Boyd in Duluth. He is teaching BA 1106, The Nature of Law.

Tom Andrew, a partner in the law firm of Van Evera, Koskinen, Clure, Andrew, and Signorelli, returns to the faculty again this fall. A graduate of the University of Minnesota law school with a JD degree, Tom is teaching BA 3107, Law of Contracts and Sales.

Dale App is the General Manager of the U.S. Steel's Great Lakes Fleet, where he has worked since 1973. A holder of the BA and MBA degrees from UMD, Dale teaches BA 3362, Business Policy.

Ed Baxter recently retired after serving nearly thirty years in the Air Force, most recently as Head of the Department of Aerospace Studies at UMD. He earned a B.S. degree in aeronautical engineering from the University of Illinois, and the MBA from the University of Dayton. He will teach BA 3203 (Quantitative methods) and BA 3301 (Production Management) throughout the year.

### Part-time Faculty Add Expertise

Jerry Fryxell, an instructor at UWS, earned his MBA degree at Grand Valley State College. He is teaching BA 3304, Fundamentals of Management.

Gary Gregoria holds an MBA degree from Michigan State University and was formerly Director of Personnel and Labor Relations for Super Valu Stores in Ft. Wayne, Indiana. Currently an Instructor at the College of St. Scholastica, Gary is teaching BA 3304.

Jim Ulland, State Senator, has served in the Minnesota Legislature for the past decade. He is owner/operator of Ulland Christmas Tree Farms, and holds a BA degree from Carleton and an MBA from the Wharton School of Finance (University of Pennsylvania). He annually teaches Business Policy (BA 3362) in the Fall Quarter.

### Would You Rather Be At Yale?

The cost of an undergraduate education at Yale University will rise to \$9,110 this year, making it one of the highest priced colleges in the country, officials have announced.

An 11.9 percent increase, Yale's biggest ever, was prompted by inflation and soaring energy costs, Yale President A. Bartlett Giamatti said.

The \$9,110 figure includes \$6,210 for tuition and \$2,900 in room and board charges. The total is up nearly \$1,000 from last year's fees. Last year, Yale tuition was higher than all but three other Ivy schools, Giamatti said, but "you get more for your dollar at Yale."

Perhaps someone should also ask Mr. Giamatti, "How much more do you get for your tuition money at Yale? Is it five-six times the quality received at UMD?" We think not.

## Scheduling of Business Policy (BA 3362)

Graduating seniors should note the probable distribution of Business Policy Classes this year, and carefully adjust their plans accordingly. They are:

    Fall-three sections

    Winter-three sections

    Spring-one section

In addition, one section will be offered through CEE Winter Quarter; and one section will be scheduled for the first summer session, 1982.

## The Business Policy Course (BA 3362)

The objectives of this course as taught by Professor Knudsen and other faculty are to provide intensive training in: (1) analytic ability, (2) expressiveness (verbal and written) and (3) ability to structure and solve problems. Substantively, the course offers the opportunity to integrate knowledge from the functional areas of finance, personnel, marketing, management science, accounting etc. from the point of view of the Chief Executive Officer of an organization.

A systematic program has been constructed to accomplish the objectives of the course. First, the course revolves around approximately twenty case studies of actual organizations. Each week the students are asked to structure and analyze case problems from the CEO's perspective. This analysis is presented each time in a two-page written paper. The case is then discussed in class. The objective of the discussion is to force analytic thinking and verbal expression. Each week two or more students are also asked to prepare for a class discussion of a second case. The students are responsible for conducting the entire discussion and covering the important issues. In total there are ten papers and ten presentations during the quarter.

## A Business Policy Course (continued)

Business policy is a demanding course. It usually requires extensive time and effort. A workload of 12-15 hours a week is not unusual. An important thing for students to remember is that the prerequisites for the course must be completed before students will be allowed to take the course. These are BA 3301, BA 3304, BA 3601, BA 3701 and BA 3804.

### New Finance Class Offered

A new course, BA 3980, Seminar: Financing Strategy and Tactics, will be offered for 4 credits, Winter Quarter.

The course will build upon the fundamentals of corporate finance to develop an understanding of the relationship between corporate policy and financial strategy. Topics will include: leverage leases, leveraged acquisitions, participating debentures, zero and deep discount bonds, stock swaps, shrinking capitalization, off-balance sheet financing, proxy fights, tender offers, liquidation, bond buy-backs, holding companies, indexed bonds, spin-offs, and tax shelter financing.

The current business literature will be examined for evidence of a variety of financial strategies and tactics. The course will utilize several case studies to: a) illustrate the variety of financial practices utilized to achieve similar financial objectives, b) demonstrate the functional relationship between business policy and financial strategy, and c) develop an understanding of the tax planning issues as they impact operating and investment decisions for corporations, partnerships, and individuals.

Students will be assigned readings and research and will be both encouraged and expected to participate in class discussion. Grading will be based upon participation in discussion, written and oral case analyses, a term project, and the quality of research and initiative taken in preparing for class discussions and written work.

Instructor for the course will be Scott Harrison. It will meet from 8:00 - 9:40 a.m. T-Th.

## Reflections on Their Careers

Three influential executives of America's largest corporations recently retired. Excerpts of their reflections are offered here (from the June 15, 1981 U.S. NEWS and World Report).

David Rockefeller (Board Chairman, Chase Manhattan Bank) - "If there is any one ingredient in successfully heading a major corporation, integrity would come high on the list--not only in the way you deal with people, but your basic sense of responsibility to society as well as to the corporation.

Physical fitness is another important aspect of one's ability to perform the job successfully. I have no doubt that my participation in the bank's cardiovascular-fitness program has contributed to my ability to perform effectively under pressure and for long hours.

To handle all these duties is a matter of organizing one's time. You can't do everything, and therefore you have to be selective and try to do the things that are the most important for you to do and delegate to others what you can't do yourself. I suppose that's one of the best tests of a chief executive--whether he's good at delegating and equally good at picking the right people to whom to delegate."

Reginald Jones (Board Chairman, General Electric)

"The executive of the future will be someone with extreme sensitivity. He- or she- is going to be thin-skinned. They must have long antennae. They must be good listeners. If you give people stimulating and rewarding assignments, and if you let them participate in the decisions, they're very happy, very challenged. Feed them special assignments, and it's like raw meat."

Irving Shapiro (Board Chairman, DuPont)

"Credibility is the Number 1 ingredient in successfully running a major corporation. In many ways, the most severe problem is the isolation in being at the top. The greatest satisfaction is in being able to identify talent and develop it and get people into positions where their talents can be used constructively. Younger workers are harder to manage today, in the sense that they're individuals."

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