

BUSINESS NEWS & VIEWS

Department of Business Administration
UMD School of Business and Economics

Volume 4, No. 1

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Introduction

After a brief prohibition of newsletters due to retrenchment the ban has now been lifted. Thus we present this first issue during 1982-83 of our informal newsletter designed to help people involved with the various UMD Business Administration programs to communicate with one another. As in the past three years we hope you find this newsletter helpful, stimulating, and perhaps even humorous on occasion. We also hope that you will submit to the BA Department any items you would like to share in future issues. The exact timing of publication varies depending on the receipt of material and availability of resources to edit it for publication. How about submitting your items by the end of fall classes (Nov. 12) so we can try for a next issue soon after winter classes begin (Nov. 29)? Comments and suggestions to improve the newsletter are welcome at any time.

Business Administration Club

The officers of the BA Club this year are:

Chris Claus, President	726-8677
Roger Brooks, Vice President	726-7725
John Foster, Treasurer	726-6087
Linda Goetze, Secretary	724-5757

They each deserve our congratulations on being elected and our support in their efforts to help the BA Club grow and serve students more effectively. As early as last April's luncheon with the BA faculty they were at work planning this year's activities. They can be contacted via the BA Club mail slot in SBE 110.

BA Club dues are only \$5.00 this year which is one of the best bargains around. A joint membership in the BA Club and the Accounting Club is only \$8.00.

There are plans to expand opportunities for involvement this year by setting up Special Committees within the BA Club. So join up and take part. You will enjoy the interaction and it will improve your resume besides.

Speaking of interaction, there was lots of social fun last night at Godfather's where this year's Annual BA Club Pizza Party was held. By every preliminary indicator the party was a social and financial success.

The BA Club is already getting involved with the business community. Watch for the upcoming Pepsi Challenge in which business students will work with Pepsi in their attempt to expand market share by getting Pepsi products firmly established on the UMD campus.

Speakers are also being lined up for future meetings. For instance on Thursday, October 7, at 3:00 the BA Club is sponsoring a resume writing workshop in SBE 140. This workshop will especially help graduating seniors meet the deadline for the BA Resume Book (see item below).

We hope to have Mr. John Berger an expert in motivation and communication to speak to us during November.

A tentative date of December 13 has been set for Annheuser Busch to come from their national headquarters in St. Louis to present a program on how to market their products.

The Annual Business Day activities are being planned with Dr. John Boyer serving as faculty coordinator.

This year's faculty coordinator for the Annual Business Banquet is Dr. Hyung Kim.

With other fund raising and social activities in the works this promises to be an especially busy year.

Investment Club

Officers leading the Investment Club this year are:

Mark McDonald, President	726-7752
Al Ickler, Vice President	727-5829
Jami Swanson, Treasurer	728-5904
Jeff Stordahl, Secretary	726-7752

The Investment Club is planning several speakers selected from such fields as stock brokerage, banking, professional investment fund management, real estate, insurance, and financial analysis.

A field trip to Minneapolis is tentatively planned for the second week of the winter quarter to visit such sites as First Bank of Minneapolis, Piper Jaffray and Hopwood, the Grain Exchange, Pillsbury Corporation, and North Star Investments. Lest you think that this group only talks about investments, they plan this year to actually invest funds in the market and develop a portfolio using such vehicles as the Merrill Lynch Sharebuilder Plan. The present club membership is about 40. The club invites new members and ideas for joint social activities with the BA Club, the Accounting Club, the Economics Club or other clubs at UMD.

Former Department Head Takes a Sabbatical

On June 30, 1982, Dr. John W. Newstrom ended four years in the role of Head of the BA Department. Professor Newstrom provided excellent leadership, initiated and facilitated many constructive changes in our programs, and helped preserve our best traditions in times that were not always easy. For his service in this capacity we all are very grateful. During the 82-83 academic year Dr. Newstrom is on sabbatical leave from his regular teaching duties. He is engaged in the preparation of two textbooks to be published by McGraw-Hill Book Company: Human Behavior at Work, and Organizational Behavior: Readings and Exercises. Both books are co-authored with Keith Davis at Arizona State University, and will appear in their seventh edition in late 1984. We wish him a most refreshing and fruitful year on sabbatical. We also look forward to having him back in his regular faculty position next year.

New Department Head Takes Office

On July 1, 1982, Dr. Henry B. Person began a two-year term as Head of the BA Department after election by the BA faculty and approval by Dean

Vose and the Administration. Dr. Person was born in 1944 in Norton, Kansas. He lists his hometown as Lawrence, Kansas, where he met his wife Catherine in highschool. They were married in 1964 in the historic Danforth Chapel on the campus of the University of Kansas ("KU") in Lawrence. He was then working as a programmer/analyst in the Administrative Data Processing Department at KU using something new called a "punched card programmed computer." A son, David, joined the Person family in 1968. In 1969 Dr. Person received a B.Sc. in Business from Kansas State University in Manhattan and was awarded an NDEA Title IV Fellowship to enter the Ph.D. program at KU. During 1972-73 he worked around the clock for Ross Perot's Electronic Data Systems Corporation in San Francisco. The following year was marked by the birth of a second son, Jonathan, in April, completion of the Ph.D. in Business in May, and a move to UMD in the summer of 1974. He has since held visiting faculty positions at the KU School of Business (during 76-77) and at the Jesse H. Jones Graduate School of Administration at Rice University in Houston (during 79-80).

Dr. Person is currently an Associate Professor, specializing in Operations Management and Management Science. He enjoys teaching at all levels, including undergraduate as well as graduate courses and executive development programs. His publications have appeared in DECISION SCIENCES, INTERFACES, the JOURNAL OF MARKETING RESEARCH, ORGANIZATIONAL BEHAVIOR AND HUMAN PERFORMANCE, and other journals. He has served as a consultant to several major corporations. He holds the CPIM designation as a certified practitioner in his field. His hobbies are personal computing, canoeing, skiing, and reading. The black overstuffed chair in his office is especially for students and associates who want to drop by for assistance.

Status Report on New Faculty Recruiting

This year finds the BA Department with a heavier than usual effort underway to recruit four new faculty who we hope will join us in the fall of 1983. Three openings were created by the unfortunate loss last year of Professor Robert Hancock, the resignation of Dr. Fred Collison, and the resignation of Jack Chang effective at the end of this fall quarter. The fourth opening is an expansion of the BA faculty that we hope to fill in the policy area.

Since this past summer we have been in the process of publicizing our openings, mailing information to prospective candidates, interviewing candidates at professional meetings and generally working to attract a pool of qualified candidates. Last August Dr. John Newstrom represented us at the Academy of Management meeting in New York to interview policy candidates. Later in August Dr. Henry Person recruited at the American Marketing Association meeting in Chicago. In October Dr. Person will recruit for the finance opening at the Financial Management Association meeting in San Francisco. In December Dr. Hyung Kim plans to attend the Allied Social Sciences Meeting in New York to recruit for finance.

In each BA discipline there are many more faculty openings than there are applicants for positions. We also face the challenge of recruiting quality applicants in competition with Ph.D. granting institutions. In spite of the tough market this year, we are in the early stages of attracting some well qualified new faculty to join us. In the next few months we plan to extend invitations to two or three selected candidates for each position to have them visit our campus for an interview. So later on we hope to have additional good news on

the progress of faculty searches now underway. In the meantime, knowing how long and difficult the process is to obtain new faculty, students might find it easier to appreciate our present faculty.

Thanks to Fall Quarter Part-Time Faculty

The part-time faculty in many respects are unsung heroes who deserve our recognition and thanks for contributing significantly to our programs. They take time away from their regular positions, families, and leisure activities to teach classes at UMD. They enrich our course offerings with their practical professional experience. Given that we do not have an unlimited budget from which to pay them, we are pretty sure that they derive much enjoyment and psychic income from teaching. Thus we express our sincere thanks to the following part-time faculty who are teaching BA courses this fall.

Jim Abelsen	The Nature of Law
Jerry Agnew	The Nature of Law
Tom Andrew	Law of Contracts and Sales
Ed Baxter	Quantitative Methods I Production Management
Gary Gregoria	Fundamentals of Management Principles of Marketing
Jim Laumeyer	Personnel Administration
Marvin Swanson	Personnel Administration
Robert Taival	Personnel Administration
Jim Ulland	Business Policy
Jim Vizanko	Corporate Finance

Marketing Concentration

Last spring the BA faculty discussed the requirement for BA 3731 Marketing Research in the Marketing area of concentration, given our unexpected shortage of marketing faculty and our long term curricular change intentions. It was agreed that

students seeking the Marketing area of concentration within the BBA Degree and graduating during 1982-83 will be allowed to substitute any other upper division marketing area course for BA 3731. In other words, they simply need to complete any four legitimate marketing electives. Dr. Person has agreed to approve petitions on this matter.

Possible New Winter Quarter Section of BA 3761

The BA Department has applied for authorization to search for and hire a new part-time faculty member to teach a section of BA 3761 Marketing Management and Strategy during winter quarter. If we are successful in staffing this section we plan to schedule it for Monday nights from 6:00 pm to 8:40 pm in SBE 50 with a class limit of 35 students. There will be a definite announcement posted at SBE 110 and through formal channels as soon as possible. The planned deadline for applications for this position is October 20, so we hope to firm up the course soon after that date if all goes well.

Pascal Can be Substituted for Fortran

One of the required prebusiness courses is CS 1501 FORTRAN Programming (3 cr). Some BA students have submitted petitions asking for permission to substitute CS 1520 Programming in Pascal (3 cr) instead. These petitions have been approved by the BA department in view of the similarity of the two courses from the standpoint of introducing computer programming concepts. There is also a trend toward increased use of the Pascal language and the structured programming concepts it provides. Students with either an interest in continued study in computer science, or a scheduling problem in getting into a Fortran section may want to consider this alternative. The BA Curriculum Committee has a proposal before it to update the

1983-85 General Bulletin requirements in this area. So there is a possibility of a formal curriculum update when the BA faculty consider the matter.

New Application Form for Minors Offered by SBE

At its September 29 meeting the SBE Executive Committee approved implementation of a new form "Application for Admission to Minor Program Offered by SBE." Students seeking a minor in BA for the B.A. or B.S. Degree should formally apply for admission to the BA minor not later than the beginning of the senior year (135 credits). This can be done by filling in the "minor application" form in SBE 104. This must be done to insure proper coding to meet the computer checks outlined in the class schedule. Without adequate coding, the student will not qualify for priority access to the required upper division courses offered by SBE. For a BA minor to be approved a student must have completed all required lower division coursework and must meet the overall GPA and internal SBE GPA standards of the School. The form and more detailed instructions can be obtained from SBE 104.

UMD Cancel/Add Policy Revision

Beginning Fall Quarter 1982 on a campus wide basis students will not be permitted to withdraw from courses after the sixth week of class. Students who feel they have an extenuating circumstance will be offered the option of submitting a petition to the Registrar to withdraw from the course. Approval of the petition would be given with the understanding that the student would be assigned a grade of "W". Faculty have been reminded that it is important that students be given some information as to their progress in a course prior to the sixth week. This will allow

students to make a realistic decision about dropping or remaining in a particular course. It is expected that very few requests to withdraw after the sixth week will be approved. The fact that a student is doing poorly in a course, or that the student is on academic probation would not be the type of reason that would justify a petition. The major thrust of acceptable petitions would be in cases of extreme illness or emotional problems that can be clearly identified.

Business Administration Resume Book

The BA Resume Book is being prepared under the coordination of Dr. Ted Breu to assist graduating BA seniors in securing employment. Participation is voluntary. But graduating BA students are strongly encouraged to pick up a set of Resume Booklet Instructions from SBE 110, draft a one page resume, and turn it in with the \$8.00 fee. This will cover typing, printing, binding, and mailing. The deadline for receiving your resume is **Monday, October 11**. Handwritten resumes will be accepted provided they are neatly written and legible. In view of modern affirmative action regulations and the feedback we have received from students we will not use a photograph this year. Thus the price is actually lower than last year and participation is simpler than ever before. The department is now in the process of updating its mailing list of over 200 potential employers to whom copies of the book will be sent. So your resume will receive wider exposure than you may have realized. We are moving forward with the intention of having the completed booklet in the mail earlier than usual this year. Students will receive a copy of the completed resume book for their own use.

Dr. Breu Returns from a Year Overseas

Dr. Ted Breu spent the 81-82 academic year as an Adjunct Associate Professor with Boston University's Overseas Program in Europe. Boston U offers the Master of Science Degree in Business Administration under a contract with the U. S. Army as a benefit to overseas service men and women. He was responsible for teaching required courses in Operations Management and Quantitative Methods.

Dr. Breu's three semesters overseas included autumn in Frankfurt, winter in Berlin and Bremerhaven, and summer in London and Harrogate, England. Autumn highlights included trips through the Mosel and Rhine valleys during the grape harvest, Halloween at the actual Frankenstein Castle, and spending a weekend in the tower room of the castle that inspired the Brother's Grimm story of Sleeping Beauty. Winter semester brought weekly trips to Berlin, several of them on the U. S. Army train through East Germany. He also witnessed the visit of the Polish Marshal Law Minister during one of his trips across "The Wall" into communist East Berlin. The summer semester held some of the teaching highlights with two courses taught in a real English castle and two other courses held in central London.

Dr. Ireland's Quarter in England

Dr. Donald Ireland taught in the UMD Study in England program at the University of Birmingham during Winter Quarter, 1982. His courses focused on the development of the common law systems of England and the U.S., and comparisons of the business and social environments of continental countries with those of the U.S.

Dr. Pierce's Special Research Award

Dr. Jon L. Pierce received the 1982 National YODER-HENEMAN Personnel Research Award along with Professor Randall B. Dunham of the University of Wisconsin-Madison. The award was given by the American Society for Personnel Administration for the development and validation of a set of research scales useful for the design and evaluation of alternative work schedules.

Small Business Institute Helps Businesses

During 1981-82 the Small Business Institute under the coordination of Dr. Donald Ireland provided much valuable assistance to businesses in the area. Student teams, serving as management consultants through the SBI program completed research and made reports to 20 businesses. The student teams were advised by Dr. Ireland, Dr. Fred Collison, and Dr. Robert Hancock. The project reports involved a variety of topics such as market identification for new products and services, means to expand existing markets, analysis of management practices, and financial practices. While one study surveyed customers in a small area, the Miller Hill Mall, another study surveyed managers of independent banks throughout the entire state. Len Sliwoski and Scott Harrison acting through the Small Business Development Center provided assistance to small businesses in the preparation of financial plans used to apply for business loans from financial institutions. Something that not all people realize is that there are many schools larger than ours that do not measure up to such a high level of activity in small business assistance.

New Small Business Development Center Director

Scott Harrison was recently appointed to the position of Director of the Small Business Development Center. He brings to this position a unique background of academic preparation and practical experience in setting up and running new enterprises. In this role he will facilitate provision of counseling services to small businesses in the region, and will coordinate efforts with the SBI program and the Center for Professional Development to provide consulting and seminars as part of the total mix of supportive services. We wish him success in this challenging and important undertaking for which he is uniquely qualified.

Faculty Publications and Activities

In July Dr. Ted Breu presented a research paper at the Fifth European Congress of Operations Research held in Lausanne, Switzerland.

Dr. Donald Ireland was a member of a research team this summer to identify products that are feasible for production and sale by small farms in north-eastern Minnesota. The study was done under contract with Control Data Corporation through the Lake Superior Basin Studies Center at UMD under the direction of Tom Wood. Other faculty research team members were Ralph Woehl (Social Development), Jackie Royce (Sociology), David Smith (Social Anthropology), Helen Hatten (Biology), and Vern Simula (Education). MBA students John Daugherty, Mike Morris, Betsy Murphy, and Tim Rutka assisted in data gathering and other phases of the project.

Dr. Kjell R. Knudsen made two trips totalling five weeks to Norway this summer as Senior Research Advisor to NORCOL, the Norwegian Center for Organizational Learning. He conducted research on organizational change programs in several Norwegian organizations.

In June Dr. Knudsen's article entitled "Diagnosing and Changing Organizational Learning Through the Use of Experimental Simulation and Process Analysis," (co-authored with Johan Aamodt and Einar Li) was published in the JOURNAL OF EXPERIMENTAL LEARNING AND SIMULATION.

In July Dr. Knudsen was invited to the Center for Creative Leadership in Greensboro, North Carolina, to participate in the implementation of the center's management simulation known as Looking Glass, Inc. Included in his work there was a presentation to the staff at the Center regarding his activities at NORCOL.

Dr. Henry B. Person attended a meeting on "The Factory of the Future" held at Michigan State University July 25-28. The meeting was sponsored by the Academic Liaison Committee of the American Production and Inventory Control Society, and was attended by both practitioners and academics. Topics included Computer Assisted Design (CAD), Computer Assisted Manufacturing (CAM), Robotics, Manufacturing Data Bases, Group Technology, and Computer Integrated Manufacturing (CIM).

Drs. Pierce and Newstrom will present two papers at the Southern Management Association meetings in New Orleans on November 10-13. The papers are "Flexible Work Schedule Dimensions, Time Autonomy, and Employee Responses: Test of an Intervening Variable," and "Job Context Satisfaction and Job Design: A Conceptual Perspective" (with Randall B. Dunham, University of Wisconsin-Madison).

Drs. Pierce and Newstrom have also received word that their article "Employee Responses to Flexible Work Hour Systems: An Inter-system, Inter-organization Comparison," has been accepted for publication in a future issue of the JOURNAL OF MANAGEMENT.

In July Dr. Pierce participated as an invited member of the job design symposium at the 20th Congress of the International Association of Applied Psychology in Edinburgh, Scotland. He served along with Professor Dunham as the U.S. representatives to this symposium. They discussed the role of job design research as it has been carried forward in the U.S.

In August Dr. Pierce served as a discussant for a paper presented at the National Academy of Management meeting in New York. In this role he critiqued a paper that focused on the cognitive mapping of organizational environments.

This fall Dr. Pierce presented two professional development seminars for executives in the region. One focused on employee performance, and the other focused on employee motivation.

At a recent meeting of the Midwest Academy of Management Dr. Pierce presented a paper on the relationship between technology, organizational structure, and job design characteristics.

Dr. Richard O. Sielaff authored the lead article "How to be Successful in a Small or Medium-Size Business," for the July, 1982, issue of the Duluthian.

During the summer Dr. Sielaff traveled to Winnipeg, Canada, to survey bank marketing practices to be compared to those in the U.S.

Dr. Sielaff has been appointed as co-chairperson for the annual Minnesota Academy of Science Conference that will be held at UMD April 29-30, 1983.

In September Dr. Sielaff's article "Financial Guides and Assistance for the Small Business Manager" appeared in the Duluthian.

Blandin Faculty Fellowships

During this past summer several BA faculty received research support from the Blandin Faculty Fellows program made possible by a major grant from the Blandin Foundation to the School. This program is one of the most encouraging expressions of regional support for the School's programs to date. The objectives of the Blandin Faculty Fellows program are to encourage faculty research that is relevant to the needs of our service region, and to facilitate the recruitment and retention of quality faculty to the School. Blandin Faculty Fellowships were awarded to BA faculty on a competitive basis for the following projects.

Drs. John Boyer and Stephen Rubenfeld to investigate concession bargaining.

Drs. Donald Ireland and Hyung Kim to investigate the potential of the wild rice industry in our region.

Dr. Kjell R. Knudsen to pursue research on management subcultures.

Drs. Henry B. Person and Fawzi Dimian (Accounting) to investigate microcomputer-based accounting information systems.

Dr. Jon L. Pierce to study the effects of a 4-day 40-hour work week schedule.

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