



SUMMER 2013

insight

**Real-world research
drives success**

inside this issue

- Smarter customer service
- Analyzing Michigan's economy
- Striking entrepreneurial balance
- Preparing for a changing field



SCHOOL OF BUSINESS ADMINISTRATION

MESSAGE FROM THE DEAN



In the last four decades, Oakland University's business school has seen tremendous growth in its reputation in the business and research community thanks to the work of its expert faculty members and the success of its graduates.

The scholarly contributions of our faculty members directly impact the future of business. In this issue, you'll find examples of four such contributions our faculty members are making in their fields, which offer a glimpse into the applied research that is taking place in our school.

Whether the topic is economics, innovations in health care, entrepreneurship, finance or information systems, the research projects highlighted here address critical regional and national challenges. Our faculty members identify trends, and develop models and tools business leaders can use to make decisions. Consistent with the business school's experiential learning focus, they also offer our students an opportunity to learn about these initiatives and how they are impacting the business world.

When our faculty members bring their knowledge and experience into the classroom, students get the latest information from the field, directly from experts. Thanks to the low student-faculty ratio at Oakland University, our graduate and undergraduate business students also have the chance to work side by side with our experts, gaining hands-on experience and first-hand insight into important business issues.

The intellectual capital Oakland University's business faculty brings to address the economic challenges of Southeast Michigan and help our students in their curricular, co-curricular and extra-curricular experiences is truly remarkable. As you read through this issue, I encourage you to consider the impact of Oakland University business faculty members' research on advancing the academic scholarship as well as putting this research to work to address real-world business challenges.

Mohan Tanniru
Dean, School of Business Administration
Oakland University



in this issue

- 1 New economic report to offer unprecedented look at region
- 2 Intriguing finance research pays dividends
- 3 Interconnected systems lead to smarter customer service
- 4 Entrepreneurial expert helps find the perfect balance
- 5 Health care IT research gives students an edge in changing industry
- 6 Student-centered focus increases learning
- 8 Business honor society paves pathway for success
- 9 News briefs



SBA Insight is published two times per year. It is distributed free of charge to OU's School of Business Administration alumni, staff, partners and friends.

Reproduction without written permission is prohibited.

Oakland University is an equal opportunity and affirmative action institution.

Executive Staff

Mohan Tanniru, *dean*
Nivedita Mukherji, *associate dean*
Michael Silverstein, *development director*

Editorial Staff

Claudette Zolkowski, *editor*
Frank Fisher, *art director*
Rick Smith, *photographer*
Jerry Zolynsky, *photographer*

Writers

Flori Meeks
Alice Rhein
Rene Wisely

**OAKLAND
UNIVERSITY™**



Oakland University students are getting experience as they assist Drs. Ronald Tracy (far left) and Jonathan Silberman (second from right) with building the data for the new *Southeastern Michigan Economic Outlook* publication.

New economic report to offer unprecedented look at region

Two Oakland University School of Business Administration professors will showcase their economic expertise in a new publication that analyzes the Michigan economy, a project that is expected to have national implications.

Drs. Jonathan Silberman and Ronald Tracy are hard at work on the premiere issue of *Southeastern Michigan Economic Outlook*, which will debut in late 2013 or early 2014.

Published quarterly, the economic report will bring together an unprecedented four categories of data to analyze the region.

The segments are:

- **Economy at a Glance**, including statistics collected from private and public agencies, such as passenger counts at Detroit Metropolitan Airport, truck crossings at the Canadian border and commercial vacancy rates
- **Consumer Confidence**, which emulates the national consumer confidence index
- **Business Confidence**, mirroring a national business confidence index
- **An Expert Panel** that uses survey data similar to Blue Chip Economic Indicators

The participating consumers, businesses and experts also will be asked their opinions on a public policy issue, with the results being evaluated, another unique aspect of the report.

"There is no economic report that combines these segments at the regional level," says Silberman.

"It will really set us apart," adds Tracy.

The duo expects business leaders and policymakers to welcome the report as a guide to growth and a barometer of the local economy.

THE NATIONAL SPOTLIGHT

The comprehensive, distinctive nature of the report also has the potential to thrust Oakland University into the national spotlight, says Dr. Anandi P. Sahu, chair, Department of Economics, at OU's SBA.

He expects it will be quoted widely in the news media and will provide useful data to the general public and the business community. He also believes it can bolster the university's mission within four years.

"We hope to secure funding for a public policy research center at Oakland," Sahu explains.

"Oakland University produces a wealth of academic research. Many items would be helpful for the community at large to know; this only came to people's attention when we, in fact, had a bacteria infestation a few years back.

"One of our professors, for instance, had done a study on a bacteria infestation of spinach. We would put out reports in a more common, easy-to-understand language than an academic journal and could get the information out to the media and the general public as a form of community service. It's information that would be helpful regionally and nationwide."

EXPERIENCE ADDS UP

Silberman and Tracy have a combined 75 years of publishing and policy experience. Silberman was editor of the *Tidewater Economic Report* at Old Dominion University and served on the Governor's Economic Advisory Council for the Commonwealth of Virginia. Tracy co-edited *The Economic Legacy of the Reagan Years: Euphoria or Chaos?* He has advised the state of Michigan on child support policy, been a statistical consultant to General Motors and co-authored *Jobs for the 21st Century in Oakland County, Michigan*, for Oakland County.

The duo completed the proposal for *Economic Outlook* last summer, and began the work to bring the publication to life in January thanks to seed funding to jump-start the initiative from OU's Office of the Provost, the SBA and the Department of Economics.

Early issues of the report will concentrate on quarterly changes. After a full year of data is collected, the report will show both quarterly and yearly changes.

TECHNOLOGICAL ADVANTAGE

So far, they've enlisted six students, including two from the SBA's applied technology in business

program (ATiB), to help create databases and collect data. The remaining four are economics, actuarial science, business and engineering majors.

"Students are a major part of this project, particularly when it comes to building data," Silberman says.

Incorporating students into the project was always part of the plan, notes Tracy, who taught three of the students in his economics and econometrics classes. Giving students valuable real-world experience in an applied research project supports the SBA's goal to create a variety of experiential learning opportunities for students.

"There are going to be tweaks as we progress, so we're going to have more opportunities for students to help us as we evolve," Tracy explains.

TEAMING FOR SUCCESS

To help contain costs, ATiB Director Kieran Mathieson designed *Economic Outlook's* website. Two ATiB students help implement it. This will be the main portal Silberman and Tracy will use to survey their consumers and their expert and business panels.

"It uses a responsive design, which means participants can answer the questions on a tablet, a smartphone or a computer," Mathieson says.

The technology Mathieson harnessed makes this project doable, says Silberman, who is assembling the publication's panel of experts and business owners.

"These surveys should take less than a minute because we understand how pressed for time they are," he says.

The pair also is networking with alumni and other business leaders to find interested panel members.

"We hope others who hear about the project and want to participate will contact us," Tracy adds. ■

By Rene Wisely

To volunteer for one of the panels, email silberma@oakland.edu or tracy@oakland.edu.

A winning portfolio

Finance professors' intriguing research, interesting classes pay dividends for OU, students



Dr. Ranadeb Chaudhuri (right) makes his courses' heavy material easily digestible for students.

Dr. Ranadeb Chaudhuri, assistant professor, finance, has made an indelible impression on his students, his colleagues and the complex world of finance since joining the faculty of Oakland University's School of Business Administration in 2009.

He's quickly carved out a long list of specialties, including asset pricing, corporate finance, financial markets and investments.

Most recently, he's been presenting papers at various conferences, including "What a Difference a Ph.D. Makes: More than Three Little Letters," a study he completed with Michigan State professor Zoran Ivkovic, University of Illinois professor Joshua Pollet and Indiana University professor Charles Trzcinka.

The research shows that academic qualifications of money managers do matter in the money management industry.

"It started as a curious experiment and ended up as a big, feel-good story," Chaudhuri says. "It's nice to see money managers holding a Ph.D. degree outperform others who don't have such a degree."

EXPERTISE IN THE SPOTLIGHT

He presented the paper in March at the Finance Down Under: Building on the Best from the Cellars of Finance conference at the University of Melbourne in Australia. He feels honored to appear at this prestigious conference — his second year in a row — because it receives more than 300 applicants and only 20 papers are chosen.

The paper also received the 2013 Talk of the Town Paper award at the conference, an honor given to the conference's most "buzz-worthy" paper.

"It's a unique opportunity to get a lot of face time with the big names in the field, which also helps raise Oakland University's visibility," he says.

"If you have a question, he always takes the time to elaborate and help you understand the reasons behind it so you can apply it to what you've learned."

Rebecca Braga, accounting major

In January, he and co-authors Ivkovic and Trzcinka held the audience's attention at the 2013 American Finance Association's annual international meeting in San Diego, Calif., presenting "Strategic Performance Allocation in Institutional Asset Management Firms: Behold the Power of Stars and Dominant Clients."

The research demonstrates how institutional money management firms cross-subsidize some of their more favored funds at the expense of less favored funds managed by the same firm. The piece is currently being revised to be resubmitted to *The Journal of Finance*. Chaudhuri has another working paper that is currently in its third round at *The Review of Financial Studies*. Both journals are considered to be among the top three journals in the field of finance.

"He did a good job presenting at the conference," Indiana University's Trzcinka says. "I've seen him present before, but this was a more high-pressure presentation. He had the three necessary

elements — organization, explanation and articulation. He had 20 minutes and he got the idea across pretty fast. This was an audience that had other researchers but not necessarily in this area, so there are some things that they needed to know, and he got that across pretty effectively."

HIGH MARKS FROM STUDENTS

Chaudhuri also is known for making his courses' heavy material easily digestible to students.

"My friend told me how good of a professor he was and that I should take him, and she was right," says senior Rebecca Braga, accounting major, who took Chaudhuri's managerial finance class in fall 2011.

"If you have a question, he always takes the time to elaborate and help you understand the reasons behind it so you can apply it to what you've learned," Braga explains. "Not every professor does that, so he really stands out. He's really funny, too."

Chaudhuri has a strong quantitative background. He has an undergraduate and master's degree in mathematics from the Indian Institute of Technology, Kharagpur, India, followed by a master's degree in mathematics from Purdue University specializing in computational finance. He earned a Ph.D. degree in finance from Michigan State University.

His teaching record at Oakland University is quite noteworthy. Student evaluations indicate that his scores — including two perfect 5s — consistently exceed the department and school average.

What he's also proud of is the course he's introduced on financial derivatives, a hybrid class that targets both undergraduate and MBA students.

"It's a challenging course, one that shows breadth in the courses we offer," Chaudhuri says. "It's really good to have it in our portfolio, particularly as the department is looking at proposing a master's in the applied finance program."

LEADING THE FUTURE

Chaudhuri is on the exploratory task force for the master's in applied finance. He helps on other committees as well, including the finance curriculum committee, the finance learning assurance committee and a panel that explored Bloomberg services.

Chaudhuri believes his drive to succeed stems from his childhood in India. "In India, there are too many qualified people and too few opportunities, so everything is an elimination," he observes.

He aspires to something better for his students. He wants his students to maximize their investment in their education at Oakland University. ■

By Rene Wisely

The science of service

Focus on complex, interconnected systems results in better, smarter customer service

As the world becomes more interconnected and intelligent, the challenge of fully meeting customers' needs is growing ever more complex — and critical. Few things impact a company's ability to survive and excel like customer service.

Today, with a myriad of customer touch points and increasing competition, organizations around the world are investigating ways to fully integrate customer service into all business operations. Service systems management and engineering (SSME) is a new academic discipline created with these realities in mind. SSME is designed to prepare students with the combined business and technology skills needed to enter today's workforce ready to contribute to their countries' economic and innovation agendas.

Oakland University management information systems professor Vijayan Sugumaran spent the last three years immersed in the service science discipline as a member of a small team of professors from around the world who developed and launched an SSME graduate program for Sogang University in South Korea as part of a \$10 million grant by the Korea Research Foundation.

INNOVATIONS BUILD VALUE

"Through the program, students are equipped to be part of a discipline that has captured the imagination of educational institutions and industries worldwide," Sugumaran explains.

Korea is one of many countries focused on innovation in the service sector. SSME crosses several sectors encompassing business and technology to produce graduates who can implement systematic innovation — leading to the creation of what IBM calls a smarter planet.

Since IBM Research pioneered the service science field more than 10 years ago, it has become increasingly popular. It is rooted in the realization that knowledge-based services have been overtaking manufacturing as an economic driver globally, and businesses are being challenged to rethink the way they operate.

The ability to integrate science, management and engineering so companies can establish systems that improve the delivery of services or the manufacturing of products is becoming more and more valuable.

"The whole idea of service science is to improve the customer's experience and build value," Sugumaran says. "Customers have a lot of choices; if you don't provide good service, they'll go elsewhere. Products can come and go, but if you have a strong relationship with the customer, you have staying power."

Sogang's entrance into an SSME graduate program started strong. In 2011, 25 students completed the program, followed by about 20 more in 2012. A number of those graduates are now working with major Korean companies such as LG Electronics and Samsung.

While at Sogang, Sugumaran also taught courses in service system design and addressed the concept of value co-creation, which calls for finding ways a service provider or manufacturer can interact with users on a continual basis.

"In service science, once the system is deployed, that's when the real work begins. You need the ability to monitor and change on the fly," he adds.

BRINGING KNOWLEDGE HOME

Sugumaran now brings this wealth of global intelligence to his students. He makes a point to integrate his new cultural, industry and educational experiences into his Oakland University courses.

"Students appreciate hearing about how things are different in eastern cultures and how the educational system works," he says. "It opens their eyes to a different way of thinking and business practices."

"With respect to SSME, I bring in some of the concepts central to service systems in my systems design class. I discuss a little bit about the service systems life cycle and contrast it with a traditional software development life cycle. I also emphasize the notion of value co-creation and how systems design can facilitate it."

Sugumaran's Korean experience is also enhancing OU's Master of Science in Information Technology Management in Business Analytics (MSITM/BA) through his advanced database course (MIS 606), where he incorporates his international knowledge in big data analytics.



Vijayan Sugumaran

While in Korea, Sugumaran worked with the Korea Wireless Internet Solution Association (KWISA) on many issues, including big data analytics. He also presented a keynote address at the OneM2M (machine to machine) conference in Seoul last December on the topic of M2M Big Data Analytics.

With the completion of the Sogang project and three-year grant period, Sugumaran hopes to play a role in bringing service science education to Oakland University.

"There's been talk about creating a service science consortium with other universities," he says. Current estimates indicate there are about 500 service science related programs available worldwide.

A RICH EXPERIENCE

Sugumaran's work in South Korea also afforded him unique learning opportunities. He spent the summer of 2012 studying engineering programs in India as part of the Fulbright Specialist Program.

"Rich," is how Sugumaran describes his experiences over the last several years, especially the opportunity to explore the sights and experience the culture of South Korea.

"Living in Korea was a learning experience in itself," he says. "The people were very polite. Seoul was a dynamic city. It was a good experience." ■

By Flori Meeks



The perfect balance

Entrepreneurial expert makes an impact through research, teaching and mentoring

He started an import company and an adventure trip business, managed a health club, and once nearly had his spine severed, but now Mark Simon is a researcher and professor teaching Oakland University students the skills of successful entrepreneurship.

Whether entrepreneurs are born, made or a product of their environment, Simon, professor, management and entrepreneurship, for OU's School of Business, says they tend to make decisions differently than others.

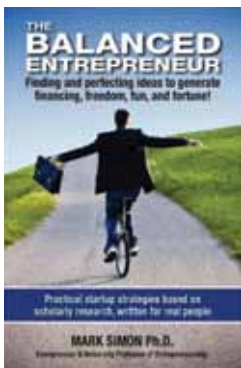
In his research, Simon notes that although there are few personality traits that entrepreneurs have in common, one thing they share is confidence — sometimes overconfidence — in their judgment.

"They tend not to see as much risk. It's not that they have a personality trait willing to take risks, it's as if when they make decisions, they view it as less risky," says Simon, whose love of entrepreneurship led him to study at Babson College, one of the first colleges to offer entrepreneurship as a concentration.

Later, Simon earned a master's and Ph.D. at Georgia State University and began teaching at OU in 1996. Throughout his academic career and research, Simon has focused on what helps entrepreneurs achieve their financial and lifestyle goals.

REAL-WORLD RESEARCH, VALUABLE ADVICE

His extensive research has resulted in publishing dozens of papers in journals such as *Academy of Management Journal*, *Entrepreneurship: Theory and Practice*, *New England Journal of Entrepreneurship*, *Journal of Small Business Management*, and *Journal of Business Venturing*.



In 2011, Simon parlayed much of his research and life experience as an entrepreneur into a book, *The Balanced Entrepreneur: Finding and perfecting ideas to generate financing, freedom, fun and fortune* (Entrepreneurial Life Publications).

Aaron Burns, MBA '11, a film producer and former student of Simon's, says he has applied many principles outlined in the book including: avoid competition, take your product to market early, focus on a specific target market, and organize your business in such a way that you enjoy what you are doing every day.



Now working on *Beyond the Mask*, a historical fiction filmed, in part, at The Henry Ford and Meadow Brook Hall, Burns says Simon helped him increase the success of his business.

"He is a successful entrepreneur and a well-researched scholar. As a mentor, he's able to combine his research experience with his real-world experience, which results in very practical, applicable teaching," says Burns.

SUCCESSFUL AND ACCESSIBLE

For Sharina Jones, Marketing '03, starting her own business, *Think Beyond the Chair*, involved focusing on many of Simon's principles.

"I really think besides the business aspect, he just wants me to believe in myself and stay focused on achieving my goals," says Jones, who holds the Ms. Wheelchair Michigan 2011 title.

In addition to writing a book of her own, Jones has advised Simon on his new book idea about helping individuals with disabilities become entrepreneurs.

"No matter how busy he is, he is always down-to-earth, funny and a great person. I think this also helps him succeed because people like being around him," Jones adds.

Karen Markel, associate professor and department chair, management and marketing, for OU's SBA, agrees Simon is very generous with his time to students.

"He clearly enjoys what he's doing," says Markel, who notes that Simon was instrumental in developing a new entrepreneurship program for both business and non-business students at OU. "He wants the program to be inviting for as many students as are interested in it."

FOCUSING ON WHAT MATTERS

A medical scare several years ago, in which a bone impingement nearly severed his spinal cord, gave Simon pause to consider what his work meant to him. The 53-year-old is fine now, but says it made him think about how to help people with the knowledge he's acquired.

As a mentor, he's able to combine his research experience with his real-world experience, which results in very practical, applicable teaching."

Aaron Burns, MBA '11, film producer

"I don't know much about anything other than entrepreneurship. I do know how to help entrepreneurs achieve their goals," says Simon, whose research points out there is not a correlation between success and time spent developing a lengthy business plan.

In fact, he says entrepreneurs should start by thinking about what activities they enjoy and what activities will be required.

"People talk about passion, but I would argue that passion is overused," he says. "Are you passionate about the idea? Or about being an entrepreneur? I think what you should be most passionate about is frequently ignored — passion about what you are going to be doing 40, maybe 50 hours a week. Do you like it? It's amazing that people do not always think about that."

Simon was surprised that mainstream advice for entrepreneurs usually focuses on success equals money, when his research shows otherwise. Ironically, he notes, most research studies show that a high level of financial success is not the most important goal for entrepreneurs. Things like flexibility, doing activities you like, and controlling risk are more important.

In his book, Simon provides practical advice on how entrepreneurs can improve their venture's performance while maintaining a positive personal lifestyle. "I love playing with ideas and also relaying those ideas to others," he says. "That is why I made the transition from a practitioner of entrepreneurship to teaching entrepreneurship."

Yet with book proposals, his research, helping new companies find their niche, and fostering OU's own entrepreneurs through the Ideas 2 Business (I2B) lab, it's doubtful that Simon will ever be too far away from a great idea of his own. ■

By Alice Rhein

Establishing vitals

Health care IT research projects give graduate students edge in changing industry

With changes related to the Affordable Care Act (ACA) kicking into high gear this year, a handful of Oakland University graduate business students are putting a finger on the pulse of an industry poised to transform. Their information technology research projects can help the industry comply with a multitude of new requirements and expectations.

The connection between information technology and health care wasn't immediately obvious to graduate student Padmini Varanasi. However, she now sees the merging of these two fields as a significant career opportunity.

"This is an up-and-coming field; the health care IT field is really promising," says Varanasi, who is pursuing a Master of Science in Information Technology Management in Business Analytics (MSITM/BA) from Oakland University's School of Business.

As part of her MSITM/BA program, Varanasi is immersed in researching electronic health care records and security. The ACA will soon make electronic records a requirement. It will be up to health care providers to figure out how to do this while maintaining appropriate security and meeting privacy requirements.

"Given the significant public discussion and debate on how the ACA is going to impact health care in the U.S. in general, students desire to learn more about these issues," SBA Dean Mohan Tanniru says. "This research gives them expertise in an emerging field and allows them to connect their personal health-related experience to pressing business issues facing physician practices today."

The U.S. Bureau of Labor Statistics (BLS) projects the health care industry will add more jobs than any other sector through 2018. It is also predicting employment in the IT field to grow 22 percent through 2020, with significant growth expected in the health care field.

PHYSICIAN-PATIENT PERSPECTIVES

MSITM student Shahina Reji, SBA '10, is looking at the evolving health care field through the lens of the physician-patient relationship. Physicians are often forced to sacrifice valuable time with patients to attend to administrative duties. This isn't the only issue facing the physician and patient interaction.

"After reading an article indicating that patients don't talk to doctors because of trust issues, I decided to look into communication problems between doctors and patients," says Reji, who is finalizing the scope of her research. "Plus, doctors today don't have as much time to talk to patients. It is a big issue. The question I'm looking to answer is, 'How can IT help improve communication?'"



MSTIM student Rummy Modak (right) reviews her poster presentation with Jiban Khuntia, visiting professor, management information system.

With a focus on best practices in health information exchanges (HIE), MSTIM student Rummy Modak is examining how health providers can exchange data securely and confidentially while studying the organization and services of such exchanges.

Working under the guidance of Jiban Khuntia, visiting professor, MIS, Modak's findings will provide valuable input for the HIEs. "They'll see how other exchanges are performing," Modak says. "We'll point out weaknesses and success factors."

Integrating the patient perspective, MSITM student Darcy Malavolti explains she is "looking at ways that personal health records could be accessible and useful for patients and doctors" while conducting her research.

She envisions a centralized, Web-based program that would allow doctors and patients to access records and manage the information with a password.

The research also can show business students how the knowledge they're developing can help the evolving health care industry adapt and thrive in a new era, Malavolti adds.

Modak, for example, shared her research in a poster presentation at the Oakland University-sponsored Health Care Forum in May, where nearly 100 health care experts gathered to discuss the impact of the ACA on the physician practice.

DIVERSIFYING KNOWLEDGE BASE

Research into this changing industry gives students expertise in a growing field.

"Many students come into the graduate program with knowledge of other industries, such as

"If I want to join this industry in the future, my research experience will be beneficial because I will have insights into the industry."

Rummy Modak, MSTIM student

manufacturing or service," says Tanniru. "Working in and researching the health care industry diversifies their knowledge and gives them a distinctive edge."

Modak agrees. The look into health care has been a new experience for her. "If I want to join this industry in the future, my research experience will be beneficial because I will have insights into the industry," she says.

Reji is grateful Tanniru encouraged her to take a closer look at health care.

"I'm looking for a job, and health care now interests me a lot. It's a very good opportunity in a growing field." ■

By Flori Meeks

Leading the way

Student-centered focus brings more hands-on, cross-disciplinary learning to business students



Over the last six years, Oakland University's business school has focused on strengthening its reputation in the region by enhancing the strong business foundation undergraduate and graduate students receive in the classroom through more and more opportunities to learn about business careers, test theories, build skills and develop leadership through real-world, hands-on experiences.

That's not all. Through strategic partnerships, the school has extended the benefits of a business education across campus and across disciplines, helping students in other fields build their credentials by working with academic partners to incorporate key business courses into their programs. From engineering to health sciences and

entrepreneurship, students are benefitting from the expertise available in OU's School of Business.

Throughout a time of economic uncertainty, OU's business school stayed focused on its goals to ensure its students are well-prepared for success — ready to make a difference on their chosen path immediately following graduation. This comes at a time when, according to recent Career Builder reports, employers are increasingly seeking business knowledge and savvy in their new hires, regardless of industry or level. This is no coincidence.

When Mohan Tanniru returned to OU's business school in 2007 as dean, he set out to harness the wealth of expertise available in the school's faculty, staff and powerful alumni base to transform its business education and the experience of its students.

As he prepares to return to a faculty position and hand over leadership of the school to a new dean at the end of this academic year, he leaves the school poised to sustain its current trajectory and gain greater distinction within and beyond the region.

"The business school has become very student-centric. That focus has enhanced the experiential learning for the students in the last few years," says Craig Stinson, SBA '84, chairman, Norma Group GmbH, and chairman, Board of Visitors, for the School of Business. "We want our graduates to hit

the ground running and make a difference — the programs introduced over the last six years do just that. They have also created a real momentum, positioning the school to move to the next level — from a distinctive regional school to one that is recognized nationally.

"The sky is the limit for Oakland University and the School of Business. There are so many good things going on here, so many pieces coming together, we will be recognized as one of the great schools before long," he adds. "Mohan's service to the school has made a difference; his legacy is one people will look back on and remember."

"Collectively, the faculty, staff, alumni, friends and partners have made Oakland University's School of Business what it is today — a school recognized for delivering a well-rounded business education," says Tanniru. "By aligning our strategic initiatives with Oakland University's student-centered goals, we at the business school focused on creating a real community to support our students and help them succeed in a competitive marketplace."

From increasing hands-on learning opportunities and introducing new programs to improving its physical environment and expanding its reach in the business community, Oakland University's School of Business is moving forward quickly. Check out these highlights of the last six years. ■



TRANSFORMING SPACES

In December 2010, the opening of the Stinson Student Advancement Center represented a tangible example of how the School of Business transformed its physical space to create a student community. Thanks to the vision, generosity and leadership of Craig Stinson and Hugh Elliott — through a matching challenge grant — SBA alumni, friends, faculty and staff came together to fund this center, which

provides an impressive one-stop area offering student services, meeting and lounging areas, and first-rate technology, including a virtual conferencing facility.

The Tim and Marsha Healy Café, which officially opened in February 2011, serves Elliott Hall visitors a selection of fresh food items and Starbucks products. ■



EARNED EXCELLENCE: AACSB-INTERNATIONAL ACCREDITATION

In 2009, Oakland University's School of Business successfully completed an intensive review process that culminated in the reaccreditation for both its business and accounting programs from the world's most widely recognized and most sought-after organization, the Association to Advance Collegiate Schools of Business (AACSB) International. Less than 5 percent of the world's business programs hold this elite accreditation. Today there are 672 business schools in nearly 50 countries and

territories that hold AACSB accreditation. OU's business school is one of only 176 with AACSB accreditation in both areas.

To achieve the business accreditation and separate accounting program accreditation, the SBA's programs must meet AACSB standards requiring a high-quality teaching environment, a commitment to continuous improvement and curricula responsive to the needs of business. The accounting accreditation requires the satisfaction of additional standards specific to the discipline and profession. ■



RESUME-QUALITY EXPERIENCE

The Center for Integrated Business Research and Education (CIBRE), launched by the business school in 2009, offers a collection of unique experiential learning programs and activities that create opportunities for business students to develop and sharpen work skills in the real world, on real projects for real organizations — skills and experiences that differentiate them as they enter a competitive job market.

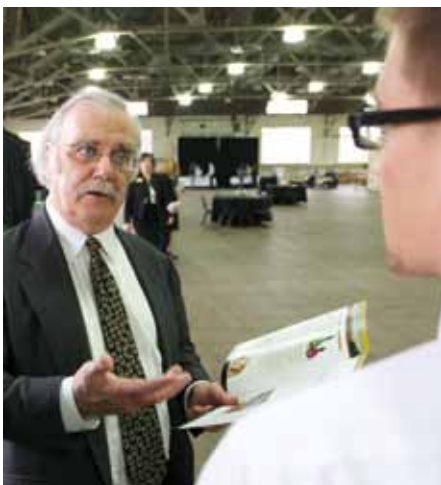
The school's Applied Technology in Business program, which Tanniru served as the founding director in 1997, became a model for creating several new hands-on learning opportunities for all business students.

The School of Business has increased the ways in which students can practice leadership, connect theory and practice, gain competitive differentiating skills and build a career-enriching foundation beginning with their freshmen year — in the classroom, and through co- and extra-curricular activities.



New programs include: ACHIEVE for career development; Scholars for leadership development; Experiential Learning and Innovation where graduate students are matched with businesses for project assistance; and consultancy projects where students address the needs of small businesses, and governmental and nonprofit organizations.

An increased focus on global understanding has resulted in more international trips for undergraduate and graduate students as well as virtual global team projects. The Ideas 2 Business lab, combined with the school's new Entrepreneurship minor, links business students with entrepreneurially minded faculty and students to help them commercialize their ideas. SAIFE, a new student club, encourages hands-on financial education by providing students with donor funds to invest in security markets to learn investment strategies. ■

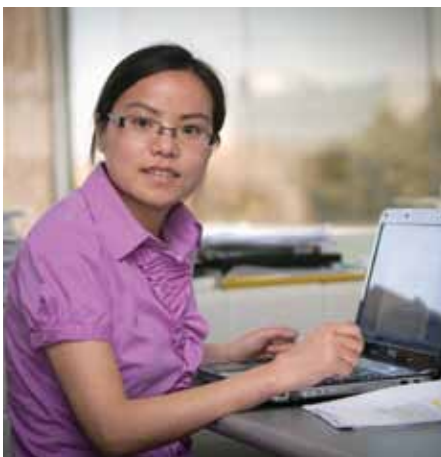


ADVANCING BUSINESS ISSUES

From coordinating major conferences with broad appeal, hosting forums and discussions, and encouraging out-of-the-box thinking, OU's School of Business has increased its profile in the business community by creating opportunities for researchers, practitioners and students to come together to take part in constructive dialog, develop solutions to immediate business issues and identify future trends. Activities included:

- Serving as major sponsor and host to the AMCIS 2011, which brought more than 850 information systems professionals from more than 45 countries to Detroit
- Coordinating an international credit and risk management conference

- Coordinating this spring's health care conference that highlighted how information technology can help physicians better address the changes related to the Affordable Care Act
- Hosting Ignite events, which offered a unique way for individuals to share out-of-the-box ideas on serious issues facing the automotive, health care and information technology fields
- Regular marketing forums focused on specialized issues such as the future of automotive marketing and marketing during a recession
- Offering a historical perspective on economic cycles from leading international economists through the business school's Gorlin Memorial Lecture. ■



PROGRAMS FOR EMERGING MARKETS, SPECIALIZED SKILLS

The School of Business continued to offer graduate programs that merge the teaching talents of dedicated professionals and experienced business leaders with the latest technologies through its long-standing programs — Executive MBA in health care management, MBA, Master of Accounting, and Master of Science in Information Technology Management (MSITM). A greater emphasis on a flexible schedule over the last several years recognized the needs of busy professionals. The business school also introduced new programs that focus on emerging markets and partnered across Oakland University to develop programs

that integrate business understanding with specialized fields, including:

- Launching online courses for the MBA program, with a goal of developing a complete online program in the future
- Adding the complementary concentration of information systems leadership to the Executive MBA program
- Introducing a blended online, on-campus business analytics track to its MSITM degree
- Partnering to provide business courses to support OU's School of Health Sciences online Master of Science in safety management and the School of Engineering and Computer Science's Master of Science in engineering management degrees. ■

Celebrating silver

Business honor society paves pathway to success

For 25 years, top students in Oakland University's School of Business have been part of an exclusive club.

Beta Gamma Sigma is an international honor society for business students and scholars and the highest honor a business student can receive. The Oakland University chapter celebrates its silver anniversary this year coinciding with Beta Gamma Sigma's 100th year as an honor society. The organization, founded in 1913, serves business programs accredited by the Association to Advance Collegiate Schools of Business (AACSB) International.

Beta Gamma Sigma, which encourages and honors academic achievements in the study of business and fosters professional excellence among its members, inducted its newest Oakland University members in April. Chosen by faculty members, students are invited into the society and recognized for their business acumen.

To be eligible, students must be in the top 7 percent of the junior class, top 10 percent of the senior class, top 20 percent of the graduating master's class, or have completed all requirements to receive a doctoral degree.

"Only the best students at AACSB-accredited schools of business are invited to join, so it's an acknowledgment of their hard work and effort," says Seth Treptow, communications director for Beta Gamma Sigma. "It is also a signal to others that they are one of the best students at one of the world's best business schools."

The 2013 class will be in prestigious company. Worldwide membership in the society is comprised of more than 700,000 business professionals residing in all 50 U.S. states and 160 countries. More than 1,100 Oakland University School of Business Administration graduates are included among this elite group.

One of them is Chris Valmassoi, Finance '09, of Royal Oak, Mich., who graduated with two minors — one in economics and another in international management. He is a senior treasury analyst at La-Z-Boy Inc. in Monroe, Mich., where he has worked for nearly three years.

OPENING DOORS

He credits his induction into Beta Gamma Sigma in his junior year at Oakland University as a pivotal point in his college experience.

"Beta Gamma Sigma really helped launch me into the business world," Valmassoi says. "Shortly after the induction ceremony at Meadow Brook Hall, I was invited to different events at Oakland that varied from dinners to special speakers and so on. It is safe to say it opened doors that no other recognition could, and I am very thankful for that."

These and other opportunities helped build momentum and bolster his business acumen.

He soon found himself running committees and accepting leadership roles. He was chairman of the SBA Dean's Board, an exploratory committee that led to his role as head of the SBA's first Scholars program. He also served as vice president of the Economics Student Association and helped with the Alice Gorlin Memorial Lectures, hosting discussions on the topics presented. Even the Beta Gamma Sigma national office invited him to take part in a focus group to identify ways to improve the honor society experience.

BUILDING CREDENTIALS

He began rubbing elbows with a lot of the business school faculty, including Dr. Addington Coppin, chair, Department of Economics and long-time faculty advisor to the Economics Student Association. Coppin also taught Valmassoi's international finance class.

The Beta Gamma Sigma designation provides students with exposure to research experts who help them build credentials. This exposure combined with the experience they gain through the business school's curricular, co-curricular and extra-curricular programs provides them with knowledgeable and respected references.

"He was one of the best students," Coppin says. "Chris has drive and leadership ability. I expect that he will continue to excel in all he does."

Dr. Mark Isken, associate professor, Department of Decision and Information Sciences, agrees. "Chris was a terrific student," he says. "Very professional, very engaged — a great ambassador for the SBA."

SUCCESSFUL START

Before joining La-Z-Boy, Valmassoi worked in Chicago as an international treasury analyst for Maritime Brokers and Consultants. Prior to that, he was a financial associate at Nationwide Insurance in Troy, Mich., where he began as an intern and started to climb the corporate ladder.

Valmassoi points to his SBA education and his involvement with Beta Gamma Sigma as the impetus to his success.

"Answering questions on the fly when the dean is curious about a presentation is not that different than answering to the CFO or CEO in the boardroom," he says. "All of my time at Oakland University gave me a good foundation that allowed me to get where I am today." ■

By Rene Wisely

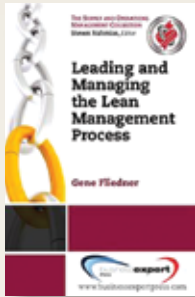


Chris Valmassoi, Finance '09 is senior treasury analyst at La-Z-Boy Inc. in Monroe, Mich.

"Beta Gamma Sigma really helped launch me into the business world. It is safe to say it opened doors that no other recognition could, and I am very thankful for that."

Chris Valmassoi, Finance '09, senior treasury analyst, La-Z-Boy Inc.

news briefs

FLIEDNER BOOK RECOGNIZED FOR EXCELLENCE

The Shingo Prize for Operational Excellence selected associate professor, operations management, Gene Fliedner's book, *Leading and Managing the Lean Management Process* as a recipient of the Shingo Research and Professional Publication Award. Fliedner received the award in the

25th Annual Shingo Prize International Conference in late May.

"Recipient of the Shingo Research and Professional Publication Award signifies authors' significant contribution to the body of knowledge surrounding operational excellence," says Robert Miller, executive director, The Shingo Prize. "The intent is to motivate others to learn from them."

The book was published in November 2011 with support of a fellowship from Oakland University's Pawley Lean Learning Institute. The Shingo Prize strives to foster excellence in organizations by applying universally accepted principles of operational excellence to empower people and transform organizational culture. ■

HEALTH CARE TRANSFORMATION

Several business faculty members shared their expertise at the intersection of business and health care with nearly 100 attendees of Oakland University's Health Care Transformation Forum in May.

Jiban Khuntia, visiting professor, presented the "Evolution of Business Models for Health Information Exchanges," discussing the factors that influence positive operational maturity and financial stability.

Henry Aigbedo, associate professor, production operations management, presented "Healthcare Information Exchanges and Operational Metrics in Hospitals," which assesses how the collaboration between an HIE and a hospital can positively impact key operational metrics.

Xiaodong Deng, associate professor, management information systems, covered information technology and patient empowerment through his presentation on the "Psychological Empowerment of Patients for Disease Management," where he shows that IT-enabled communication can play a significant role in helping patients manage chronic diseases. ■

SEVENTH EDITION OF LEADING BOOK ON HEALTH CARE ECONOMICS PUBLISHED

Prentice Hall recently published the seventh edition of the leading text penned by SBA Economic Professors Miron Stano and Sherman Folland, "*The Economics of Health and Health Care*."

First published in 1993 along with co-author Allen Goodman, professor, economics, Wayne State University, the best-selling book remains a leader in its field.



The newest edition reflects updates based on the advent of the Patient Protection and Affordable Care Act. Other updates include a section exploring the explosion of obesity and the economic costs it imposes; a look at how changes in drug

co-payments and the move of several blockbuster drugs to generic status have impacted the industry; and new evaluations of the Medicare Part D drug benefit. Other chapters cover health care, health capital, health insurance markets, managed care, nonprofit firms, hospitals, physicians and labor, the pharmaceutical industry, government intervention and regulation, and epidemiology and economics.

After its first revision, the book became popular among educators, health service researchers, government specialists, physicians and others in the health care field. ■

SBA'S CREDIT AND RISK MANAGEMENT CONFERENCE HEADED TO SWITZERLAND

The SBA's Department of Accounting and Finance at Oakland University is presenting its second International

Conference on Credit Analysis and Risk Management September 5-6, in Basel, Switzerland. Similar in many ways to the first conference, the 2013 conference will focus on increasing the understanding of credit analysis at the global level, examining new and existing models and methods for credit risk management, credit analysis and relationship lending.

The submitted papers are for presentation purposes and will be open to discussion. Those selected for presentation at the 2013 conference will be submitted to the quality German peer-reviewed journal *Kredit und Kapital*, which publishes both German and English papers.

With more than 60 attendees from around the globe, the first conference was successful in generating discussion and disseminating knowledge. Participants hailed from the U.S., France, India, Netherlands, Switzerland, Turkey, Chile, Canada, Germany, South Korea, New Zealand, Thailand and the United Kingdom. Scholars and practitioners expressed a strong interest in attending a future conference on the topic, indicating they valued the exchange of ideas and wanted to expand the reach by holding subsequent conferences around the world. ■

MEMORIAL FUND TO HONOR BHARGAVA WITH MARKETING STUDENT SCHOLARSHIP

To honor Oakland University marketing professor Mukesh Bhargava, who passed away in late February after a long battle with cancer, his family, friends and colleagues have come together to establish a memorial fund at Oakland University to create a scholarship for promising students of marketing.

The group's goal is to raise enough money to endow Oakland University's first scholarship for marketing students in Bhargava's name.

"We can't think of a better way to honor our friend and colleague than for the university's first scholarship for marketing students to be in his name. An endowed scholarship will help marketing students for many years to come," says Janell Townsend, associate professor, marketing. "We believe there are many who would like to participate in this endeavor, and we would very much appreciate any help that can be offered."

Dr. Gary Russi, president, Oakland University, has generously pledged a 50 percent match for donations up to \$20,000.

Donations to the fund can be made online at oakland.edu/donateou, then:

- Click on "Make My Gift Today" button
- Under Gift Information, select Category "School of Business Administration"
- Fund "Mukesh Bhargava Memorial Scholarship Fund"

Or by mail to:

Mukesh Bhargava Memorial Scholarship Fund
Oakland University
School of Business Administration
432 Elliott Hall
2200 N. Squirrel Rd.
Rochester, MI 48309-4401 ■

SBA'S JULIE DERMIDOFF EARNS OUTSTANDING PROFESSIONAL ADVISING AWARD

Julie Dermidoff, an academic adviser in the School of Business Administration, has earned the 2012-13 Outstanding Professional Advising Award. Dermidoff has served the university full time since February 2005. In her position, she

advises approximately 700 undergraduate students on course scheduling, registration, major selection, graduation requirements and academic difficulty.

"It is an honor to have received this award, and I am lucky to have the job that I do," Dermidoff says. "As an academic adviser, I feel it is my responsibility to empower students to meet their academic and career goals, and I work hard to build a rapport with as many students as I can." ■



School of Business Administration

Elliott Hall
2200 North Squirrel Road
Rochester, Michigan 48309-4401

Non-Profit Org.
U.S. POSTAGE
PAID
Rochester, Mich
Permit No. 17

SUMMER 2013
insight



TAKE YOUR CAREER TO THE NEXT LEVEL WITH A GRADUATE BUSINESS DEGREE FROM OAKLAND UNIVERSITY.

Master of Business Administration
Master of Accounting
Master of Science in Information Technology Management
Executive MBA
Post-master's certificate programs

OAKLAND UNIVERSITY'S GRADUATE BUSINESS PROGRAMS OFFER:

- **Flexible scheduling options**, including day, evening and online courses
- **Convenient locations** in Rochester and Mount Clemens
- **Expert instruction** by recognized faculty members and executives from leading organizations
- **Elite accreditation** of both business and accounting programs by the Association to Advance Collegiate Schools of Business International.

REACH BEYOND THE ORDINARY

Call OU's Graduate Business Programs office at (248) 370-3287.
Apply online at oakland.edu/grad.

Join the SBA Alumni Network on LinkedIn

If you're already a member of LinkedIn, be sure to take advantage of the power of the SBA alumni network by joining the SBA Alumni Network group. We're working to make this a rich community that offers value and resources to its members. By joining it, you'll reconnect with fellow classmates, strengthen your professional network and gain access to the latest events and happenings at the SBA, OU and in the business world. Join today — then invite your SBA colleagues to join the group.

Support the SBA

The SBA offers many different ways alumni can help SBA students develop into professionals through its career development programs.

- If you would like to volunteer with students, contact Judy Martin at martin23@oakland.edu.
- If you are looking for an intern, or if your company wants to hire a solid graduate with academic and presentation skills, contact Michelle Serafino at serafino@oakland.edu.
- Consider making a gift to the business school. Help OU's SBA build a school that is advancing leadership in the business community with a gift that will transform lives. You can give online at www.sba.oakland.edu/give.

Follow us on Facebook

