

Summer 2008 Business Quarterly

Integrated thought to advance scholarship and enhance leadership

A Quick Summary

Welcome to our summer issue that is trying to beat the fall colors!!

Before we provide a summary of the summer issue, we are proud to announce three major items of interest:

- An inspirational global business leader, **Mr. Narayana Murthy**, who served as Infosys CEO for 21 years and often described as the Bill Gates of Asia, will receive an honorary doctorate in business administration from Oakland University in December.
- SBA will unveil the **Center for Integrated Business Research and Education (CIBRE)** in the fall 2008 to help shape its applied research, skill-enriched education, and outreach activities.
- Lastly, generous support from Craig and Ann Stinson and Hugh and Nancy Elliott will kick-off our \$1M **alumni challenge** as we move forward to celebrate 40 years of our success.

We focus this issue on *integrating theory and practice*, a core part of the SBA mission.

The section on **institutions** uniquely shows how we are integrating partners to support of student learning in a global context, and the **outreach** section showcases community participation in expanding our thought leadership in lean and health care management, and IS leadership. The **research** section discusses our full-time faculty members' work in the study of suppliers and consumers and the development of models to manage hospital resources, and while the **faculty** section highlights the contributions of our part-time faculty from GM, Chrysler, and technology and consulting firms as they bring their experiences into the classroom. The **curriculum** section illustrates innovations in the executive MBA (integrating leadership), graduate program (integrating entrepreneurship projects) and under-graduate program (integrating experience). The **student** section talks about the work our students are doing in social entrepreneurship, organizational leadership and career and professional development.

Thanks and have a great fall.

Institutional Interactions

SBA is "Integrating Theory and Practice" using support from various institutional partners

Specifically, we are using these partnerships in support of global understanding, entrepreneurship and health care management. In **global understanding**, three different models are being piloted.

Virtual Collaboration Model: SBA, using a Chrysler Foundation Grant, is establishing a virtual collaboration room that will be used to link SBA students with students from other institutions around the world, so they can work together on joint projects. A pilot class in the winter 2009 will initiate the effort and the students will work on projects provided by Chrysler and other institutions. The students will come initially from India and China.



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Contact Information

Mohan Tanniru, Dean
Lisa Desmet, Assistant

427 Elliott Hall
Rochester, MI 48309

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Hybrid Model: Face-to-face and Virtual: SBA, in partnership with the OU School of Engineering and Computer Science is exploring partnership with respective schools in Beijing Jaitong University in Beijing, China. Under this hybrid model of experiential learning, students from SBA and the School of Engineering and Computer Science will go to Beijing Jaitong University for 3 weeks at the end of May to work with students from BJU engineering and business schools, and continue the work all summer long to complete the course using virtual collaboration facilities at OU.

Face-to-face: SBA is also developing a Global Team Experiential Project Program (GTEPP), where students from other countries come to OU for six weeks in July-August 2009 to work with OU students on internship projects provided by local companies. More details in the next quarterly bulletin.

With the signing of a **Memorandum of Understanding (MoU)** between Hohai University in Nanjing, China and Oakland University, their schools of business will explore interactions on both education and research. Students from Hohai will likely participate in the GTEPP program, and a visiting scholar from Hohai will work with Dr. Joy Jiang of International Business in Winter 2009. Representatives from Hohai Universities are visiting OU at the end of October/early November to further explore other partnerships.

Prof. Jia Xiaoliang from Northwestern Polytechnical University, Shaanxi Province, China will be visiting OU in the Fall 2009 to conduct research in the Product Life Cycle Management area, in partnership with the PLM Institute industry consortium.

In memory of SBA faculty member, Dr. Catherine Tyler, the Catherine Tyler Memorial Endowed International Travel Award was set up for undergraduate or graduate OU-SBA students. Awards will be used for tuition, fees, room and board, or travel expenses such as air fare, fees, lodging, and other costs directly related to a University approved international internship or study abroad experience.

Entrepreneurship projects that engage graduate students:

- Mr. Tow Dow (OU Alum, based in London, England): Exploring the potential for film editing activities in SE Michigan through a graduate student project.
- **Global Tooling Alliance:** Exploring the regional and international marketing of the alliance activities, possibly in India..
- Three other projects involve conducting market research in the health care and energy conservation industries, as well as possibly assisting clients in preparing business plans in the medical equipment and employee services markets.

Some of these projects are supported by external institutions using our Experiential Learning and Innovation (ELI) program. See the curriculum section for more information.

Health Care Management – opportunities for education and research

Meetings were held with members of the Executive MBA health care management board that include institutions such as Blue Cross Blue Shield, Crittenton, POH Regional Medical Group, Beaumont Hospitals, St Joe Mercy-Oakland, Henry Ford Medical Center, and Providence. In addition, representatives from other companies with health care interest such as Covisint and ER-One were also consulted.

A Business Futures Council event on the future of health care management education is planned for early 2009, in partnership with many OU health care units such as nursing, health sciences and the new medical school.

Sharing Business Insight – theory and practice

Business and academic leaders within the fields of Lean and Health Care Management and IS Leadership came together for a two day conference on Oct 9-10. Similarly, Business Futures Council sessions are planned to seek executive insight into entrepreneurship, global business and manufacturing research and education. See the outreach section.

Outreach Activities

Conferences/Community Events

Integration of theory and practice can't take place if knowledge is not shared, challenges are not surfaced and opportunities are not identified. Following are some activities that support this endeavor.

Oct 2: Career Management: OU Alumni Association and SBA organized a career management event to provide information on career options/preparation for emerging market segments. Over 80 OU alumni took advantage this opportunity

*Oct 9-11: **Fall Conference on Leadership during Organizational Transformation:*** With a focus on lean process management, addressing health care challenges, managing information technologies, and partnering for a global education, over 30 academic and business speakers shared their insight with over 150 participants.

Nov 16-17: First International Case Competition: In partnership with CA Inc. and AIS, Oakland University School of Business Administration is hosting the **competition** in Las Vegas.

Business Futures Council Events

Sept 15th: Future of Entrepreneurship Education: Ideas around entrepreneurship education were discussed by a few entrepreneurs including OU alumni. These discussions are intended to provide guidelines for the future of entrepreneurship education within SBA.

Oct 29th: Global Business Education: Executives from Southfield, MI, Atlanta, GA, and Phoenix, AZ will be brought together via Cisco's Telepresence to discuss the future of global business education and SBA's efforts in this arena.

Nov 14th: Future of Manufacturing: This second BFC event on the future of manufacturing event will be held, in partnership with PLM Institute, to explore research and education in engineering management – a joint program between engineering and business schools.

Summer Camps in Business Development To expand our reach into high schools, we are partnering with International Academy in Bloomfield Hills to offer a one-week business development workshop. Details on this and other camps will follow. This will augment other summer camps, such as the current SIFE (Students In Free Enterprise) camp.

Research Partnerships and Symposia

Linking Theory to Practice

In this section, we will discuss how our full-time faculty members are linking theory to practice in their research.

Prof. Vivienne Chen's work on **comparing possession (traditional consumption with ownership) to access (temporal consumption without ownership)**, was recently accepted for publication by the Journal of Consumer Research. This work has implications in the age of uncertainty in which consumers live today.

Professors John Henke, Ravi Parameswaran, and Mohan Pisharodi are trying to answer the question: "Can companies pressure suppliers for lower prices while at the same time enjoy co-operative working relations? **New research** provides the answer. This research, titled "Manufacturer price reduction pressure and supplier relations", has been recently published in the Journal of Business and Industrial Marketing (2008), vol. 23, No. 5, pp. 287-300.

Prof. John Henke claims that that one of the easiest ways to gain supplier price concessions is through demanding price reductions from suppliers. **The results of an in-depth study** in this area were published under "Supplier price concessions: A

longitudinal empirical study" in the subscriber restricted Marketing Letters online library with journal hardcopy to follow in the upcoming months.

Prof. Mark Isken has been developing open source **software and models** (optimization and simulation) to address patient scheduling and capacity planning for inpatient hospital obstetrical units, in partnership with a small health care consulting firm. He is also working with another small firm and with cooperation from the pneumatic tube industry to develop Java based discrete event simulation models for analysis of hospital based pneumatic tube systems.

Prof. Paul Licker is working with researchers from Wayne State University and Drexel University to run a regular series of roundtables with Chief Information Officers from major companies in SE Michigan. The "Michigan CIO Roundtable" runs three times a year and produces results that are returned to participants as well as research papers. The next roundtable is on October 23 at the Detroit Athletic Club.

Research Published or Accepted for Publication between June-September, 2008

Chen, V., "Possession and Access: Consumer Desires and Value Perceptions Regarding Contemporary Art Collection and Museum Visits," Forthcoming in Journal of Consumer Research

Muhammed, S., Doll, W. J., Deng, X., "A Model of Interrelationships among Individual Level Knowledge Management Success Measures," Forthcoming in International Journal of Knowledge Management, 5(1)

Deng, X., Doll, W. J., Al-Gahtani, S. S., Larsen, T. J., Pearson, J. M., Raghunathan, T.S. (2008), "A cross-cultural analysis of the end-user computing satisfaction instrument: A multi-group invariance analysis," Information & Management, 45(4), 211-220.

Grieves, M. 2008, "Back to the Future: Product Lifecycle Management and the Virtualization of Product Information," in M. Tomovic & W. Shaoping (Eds.), Product Realization: A Comprehensive Approach. New York: Springer.

Grieves, M. & Tanniru, M., "PLM, Process, Practice, and Provenance: Knowledge Provenance in Support of Business Practices in Product Lifecycle Management," Int. J. Product Lifecycle Management, 2008, 3(1): 37-53.

Grieves, M. "Product Lifecycle Quality (PLQ): A Framework within Product Lifecycle Management (PLM) for Achieving Product Quality," Forthcoming in Int. J. Manufacturing Technology and Management.

Licker, P., A. Ragowsky, D. Gefen, "Give Me Information, Not Technology", Communications of the ACM. Vol 51, No. 6, pp. 23-25, June, 2008

Chigona, W. and P. Licker, "Using Diffusion of Innovations Framework To Explain Communal Computing Facilities Adoption Among The Urban Poor", Information Technologies and International Development, forthcoming.

Murphy, J.A. and E. Zhu, "Unraveling the Complex Interrelationships Between Exchange Rates and Fundamentals," Journal of Banking and Finance 32 (2008), 1150-1160.

Murphy, J.A., "An Empirical Investigation of Investor Expectations in the Currency Market," International Review of Financial Analysis 17 (2008), 108-133.

Murphy, J.A., "History Without the Standard Patriarchal Bias." Journal of Interdisciplinary Social Sciences 3 (2008), 75-84.

Dr. Anandhi Sahu just published a **book** on public policy: **An AGENDA FOR A GREAT AMERICA**, applies the knowledge gathered through theoretical understanding of economics to public policies on education, infrastructure, healthcare, crime and other topics of importance.

Faculty Activities

Bringing Practical Experience into Classrooms

In this section, we will illustrate how some of our full-time faculty members bring real world examples into the classroom.

Prof. Karen Markel is currently working to develop a case study with Chelsey Pallas (HRM grad in May 08) about change management in compensation within an organization.

Prof. Austin Murphy makes students in his investment analysis class do credit analysis on real companies with only public information (e.g., financial statements and footnotes, as well as recent news indicating the outlook), and they value stocks using their own necessary subjective forecasting of relevant variables. They also evaluate debt prepayment risks and decisions using state-of-the-art software.

Prof. Anandi Sahu is incorporating reading of Wall Street Journal and watching the Nightly Business Report on PBS as a part of his teaching ECONOMICS 200. In addition, students are shown videos of major historical events that have shaped public policy. Through these sources students are able to better appreciate the relevance of this required class.

In the following section, we will present how some of our lecturers and part-time faculty are bringing their expertise into the classroom.

Mr. Kim Serota is currently a Special Lecturer in Marketing in the School of Business Administration at Oakland University. He is also President of KBSA, a national marketing research and consulting firm, as well as a doctoral candidate in Communication at Michigan State University. Mr. Serota draws on his unique blend of theoretical training and more than 30 years of business experience to illustrate the “yin and yang” of successful business and marketing strategy.

Mr. Brandon Bernier brings his extensive technology experience to enhance classroom learning through group interaction, real-world case analysis and study, video and web interaction.

Ms. Sara Buscaino teaches MIS 100 and brings specific real-work examples to the classroom to reinforce each topic covered. For example, with MS Excel, she brings spreadsheets from current work projects and demonstrates how to use the available tools to solve real business problems.

Mr. Jim Suhay brings his extensive practical experience in all areas of corporate financial management, but likes to stress controller’s functions, capital budgeting, and mergers and acquisitions, having participated in several at Ford.

Mr. Brian Palmer teaches MKT 405, Marketing Research and brings to the classroom a wealth of experience which helps make the text materials come to life. Each session he brings in “marketing problem” topics from the day’s news and shows videos on subjects of “absolutely current” interest, such as the topics covered daily in Advertising Age’s 3-minute videos.

Mr. Michael J. Sugameli teaches legal environment in business and uses real life experiences and guest speakers to make the subject matter being discussed interesting and relevant.

Mr. Steven Wagg teaches Marketing 302 and says that many firms confuse marketing with sales, and if marketing is done well, selling is easy. He brings much experience to the class from his 33 years at GM.

Mr. Larry Schramm brings his extensive GM experience to students that take classes in management, not to mention his passion to drive **old cars**.

New Faculty

We welcome three **new faculty members** to SBA: Dr. Boyce Cobb, Mr. Wayne Blizman and Ms. Amy Rutledge.

Dr. Mike Grieves: We welcome Dr. Mike Grieves to the School of Business

Administration, as its first Research Professor. Dr. Michael Grieves, will be a part of the Decision and Information Science Department in the SBA and develop our research in the product life cycle management area, an intersection of engineering, management and information technology. He is establishing the Product Life Cycle Management Institute outside OU, but it will be affiliated with the forthcoming Center within SBA.

Faculty Research Recognitions

Congratulations to *Prof. Balaji Rajagopalan* for his work on "Competition Among Virtual Communities and User Valuation: The Case of Investing-Related Communities," with Professors Bin Gu and Prabhudev Konana of University of Texas-Austin. The paper was selected as the Best Published paper by one of the top-tier IS Journals and will be recognized at an ISS/ISR reception at the INFORMS conference.

Congratulations to *Prof. Karl Majeske, Prof. Vijayan Sugumaran and Prof. Janell Townsend* for their recognition as the most productive research faculty during the year 2008-09 by the Oakland University Provost.

Faculty Service Recognition

Congratulations to *Dr. Mark Simon* for receiving outstanding service award for the year 2007-08. Congratulations also go to *Dr. Janell Townsend* and *Dr. Nivedita Mukherji* for receiving honorary mention for their work in international business and international grant related work.

Congratulations to *Prof. Sandra Pelfrey* for her leadership in the recognition the Eta Phi Chapter as one that far exceeded the minimum requirements of Beta Alpha Psi in the areas of academics, professionalism and leadership, said the president of Beta Phi Chapter.

Staff Recognitions

Employee of the Month - Peggy Chiu Congratulations to Peggy Chiu for being selected Employee of the Month by Oakland University. An honor - well deserved!

Curricular Innovations

Integrating Academic and Practical Skills

Our business students are active in integrating the skills they learn in the classroom with those in the real world through a variety of programs. Some are these programs include:

Applied Technology in Business: 10 years strong, the Applied Technology in Business (ATiB) Program allows business students from all majors to work with sponsoring companies on applied technology projects. This program has celebrated two important milestones that are testaments to its success. It graduated its 10th class in May, 2008 and boasts over 150 alumni. Most recent sponsors include Alps Automotive, Champion Homes, Comerica Continental AG, Credit Union One, Crittenton Hospital, SBA, Eaton, GM-TEP, GMU, Hutchinson, Lear Norma US, OCCMHA, Takata, T-Systems, Tribuquity and TTI.

Scholars and ACHIEVE: The **Scholars** program (started in 2007) and the **ACHIEVE** program (started in 2008) allow students to integrate their classroom skills with business and professional development skills through a variety of activities. For example, scholars take a lead role in organizing several SBA social events like **SBA Welcome Picnic** and **Conference activities**, and have initiated work on several community internship projects in 2008. Similarly, the ACHIEVE program provides business freshman **N1, N2, N3, N4** an opportunity to network with business professionals and Executives-in-Residence.

A new Experiential Learning and Innovation (ELI) program allows graduate students to engage in experiential projects that put their advanced skills to work in

real-world applications. For example, a team of two graduate students worked this summer on a **social entrepreneurship project**, in partnership with Family Service Alliance and the SIM Foundation. Four other projects span entrepreneurship (feasibility studies, business plan evaluation, market research) and additional projects in areas like marketing, data analysis and global business are under review.

Leadership project integration in the Executive MBA program: The revised EMBA in Health Care Management and IS Leadership program is incorporating an 18 month leadership project, using both academic and business practitioner support. To surface critical leadership challenges, the EMBA program will host a leadership conference each year. The first such conference was held on October 9-10, 2008. See the outreach section for details of this conference.

Students/Alumni

Integrating academic and real-world skills

Our student organizations continue to support the integration of academic and real-world skills through various activities.

Two student organization chapters were recognized as superior or outstanding in the last few months. These include **Beta Alpha Psi** and the **Society for Human Resource Management: SHRM**.

Christopher Valmassoi (FIN) was selected as the Senior Undergraduate Leader Scholar and Elena Popova (ECN) was selected as the Junior Undergraduate Leader Scholar.

SBA has expanded its **Executive-in-Residence** program to bring five local business executives to support our student and faculty interaction.

Funding to Support SBA Students' International Skills

In memory of the SBA faculty member, Dr. Catherine Tyler, the Catherine Tyler Memorial Endowed International Travel Award was set up for undergraduate or graduate OU-SBA students. Awards will be used for tuition, fees, room, or board, or for travel expenses such as air fare, fees, lodging, and other costs directly related to a University approved international internship or study abroad experience.

The Chrysler Foundation will help build a virtual collaboration room and provide for program development for global team education. Winter 2009 semester will bring students from China, India and OU together, as a part of project management class, to work with Chrysler on a sponsored global project.

Support from the Oakland University provost will help support a hybrid global team project, where students from OU SBA and Beijing Jiaotong University Management School will meet for 3 weeks in Beijing to initiate some projects and complete these projects at Oakland using a virtual collaboration room.

Student Events

Scholarship Breakfast: The 2008-2009 SBA Scholarship Recipients and School Benefactors enjoyed breakfast at Meadowbrook Hall on September 25th. Over \$60,000 in scholarship gifts have been received by students this year. Dean Tanniru and the students thanked the donors for their support.

OU Alum visits students: Tooling around in the Segway PT, a two-wheeled, self-balancing electric vehicle, Jim Norrod, SBA '70 and CEO of Segway, Inc., captured the attention of students, members of the Business Futures Council and the Oakland University Police Department and inspired them with his message of innovation, teamwork and entrepreneurial spirit during his September 15th visit to the SBA.

During his talk to the Students in Free Enterprise (SIFE), Jim emphasized the need for teamwork and planning in having a successful career as an entrepreneur. "Don't let luck dictate your career," he advised. "Hire people that are smarter than you are. Get them to do things together outside of work, and they will work better as a team."

He also demonstrated how drive and determination can be the difference maker in where you take your career, more money doesn't always mean a better career opportunity.