

# SCHOOL OF BUSINESS REPORTS

UNIVERSITY OF SOUTHERN INDIANA

## Board of Visitors celebrates 10 years of service

### Burleigh urges regional focus to promote continued economic growth

For 10 years, the Board of Visitors has been helping the University of Southern Indiana School of Business be a more effective school.

Officials of the school saluted the top business executives who have served on the board and celebrated the group's 10th anniversary at a recognition dinner April 17 in Carter Hall of the University Center.

**Dr. Philip C. Fisher**, dean of the School of Business, said, "We try a lot harder because of what we hear from the Board of Visitors." The group serves as an advisory board, helping the school be more responsive to the needs of the area business community.

Speaker for the event was **William R. Burleigh**, chairman and chief executive officer of the Cincinnati-based E.W. Scripps Co., owner of the *Evansville Courier and Press*. Burleigh is an Evansville native.

The Scripps executive noted that regional economies must reinvent themselves to stay vibrant, just as his company with its strong print media tradition has adapted with the times to include revenue-producing Web sites, category television (Home and Garden

Elizabeth Courtney-USI



*William R. Burleigh, left, chairman and chief executive officer of the E. W. Scripps Co., discusses the Tri-State's growing regional economy with founding Board of Visitors members John Lippert, center, retired chairman of the board of National City Bank, and Robert Leich, Jr., president of Diversified Health Care, Inc.*

Television, the Food Network, and the Do-It-Yourself Network), and other new media. "At Scripps, we realize—as do most successful enterprises—that

there is an inherent danger in being satisfied with business as usual and resting on past laurels. Communities and regions that are successfully competing in the world today have to apply the same philosophy," Burleigh said.

He cited the Toyota truck assembly plant to the north of Evansville, the A.K. Steel plant to the east, and the new Fifth Third Bank signs downtown as evidence of the growth in regionalism in the Tri-State.

Burleigh outlined the work of the Metropolitan Growth Alliance in Greater Cincinnati, a group formed two-and-a-half years ago to promote

### Heard at Board of Visitors event

*"The greatest challenge for the board and the faculty of the business school was earning accreditation for the school's M.B.A. program."*

John Lippert, Board of Visitors founding member  
 (Accreditation was approved in 1997.)

*"This organization has made a wonderful difference in our community. Our Board of Visitors has the opportunity to provide input to faculty and staff, and we should recognize the faculty and staff who are gracious in receiving our input."*

Alan Newman, Chair, Board of Visitors

See Visitors, page 3

# Regional cooperation: Insider's view



## Question

## Question

## Robinson

## Robinson

*Prospects...don't care about political boundaries unless political boundaries are perceived as areas of non-cooperation.*

## Question

How would you characterize the state of regional cooperation on economic development in the Tri-State today?



Robinson

## Robinson

It is struggling to find a comfortable niche. All of us who are economic development professionals realize that economic realities don't end at political boundaries. We have a strong desire to enjoy the benefits of promoting the area as an economic region. We are also aware of the practical realities of the politics.

Prospects (businesses looking for a new or relocation site) don't care about political boundaries unless political

counties in Kentucky have formed Mid-America Alliance. We continue in promoting the region with jointly designed marketing materials and representing the region at trade

During the NCAA tournament in Indianapolis, we shared the cost of hosting a group of 10 site-location consultants. We had dinner in Indianapolis, brought them down here the next day to view available sites, then took them to lunch at the Victoria National Golf Club, and then took them to Indianapolis to see the final

With other Indiana development groups, we hosted a Southern Indiana Spotlight event. We hosted 19 site location consultants for dinner at Aztar. The next day, we showed the sites and had a round of golf with Fuzzy Zoeller at Victoria National

## State grants provide training funds to keep employees on cutting edge

Workers from three companies will complete School of Business post-baccalaureate program in computer information systems

Nine workers from three Evansville companies will advance their knowledge of computer information systems through a School of Business post-baccalaureate computer information systems program thanks to state grants offsetting the cost of the employees' tuition.

The grants provide funds for employees of Atlas Van Lines, Inc., St. Mary's Hospital, and Deaconess Hospital to complete the certificate program. Atlas and St. Mary's have enrolled two employees each; Deaconess has enrolled five employees.

**Governor Frank O'Bannon** announced the \$35,127 award as part of the Advance Indiana initiative of the Indiana Department of Workforce Development. The initiative helps Hoosiers get the training they need to keep up with advancement in the workplace. "We need to do all we can to help our outstanding workforce stay on the cutting edge of technology and innovation," O'Bannon said.

USI's post-baccalaureate program in computer information systems offers individuals with a bachelor's degree from another academic discipline the

opportunity to improve their knowledge of computer information systems. The certificate program requires 30 semester hours.

The Atlas, Deaconess, and St. Mary's workers began the program in January and are slated to complete requirements for the advanced certifi-

*"We need to do all we can to help our outstanding workforce stay on the cutting edge...."*

—Governor Frank O'Bannon

cate in December 2001. The employers allow the students to take about half their classes during working hours.

**Rick Stivers**, senior vice president and chief financial officer for Deaconess Hospital, said he sees the educational opportunity as adding value to his organization. "In our information services department, we have people with varied backgrounds," he said. Some have computer science degrees while others

have more technical education or degrees in accounting, nursing, or other areas.

A member of the School of Business Board of Visitors, Stivers feels that the certificate program will expose Deaconess staff members to perspectives outside the health-care industry and develop future leaders for the organization.

**Elizabeth Cushman**, who works in the area of clinical informatics at Deaconess, said the certificate program is "without a doubt helping to bolster my knowledge in the computer science field." Cushman holds a bachelor's degree in chemistry from Western Michigan University and is a registered nurse. She worked in pediatric nursing for 16 years, including seven as head of the pediatric nursing unit at Deaconess before making the switch to information systems five years ago.

**Dr. Philip C. Fisher**, dean of the School of Business, and **Dr. M. Edward Jones**, dean of Extended Services and associate vice president for Academic Affairs, were made aware of the grant opportunity last year by **Gail Riecken**, who at that time was a member of the Evansville City Council.

Fisher contacted area employers about their interest in providing formal education in computer information systems for their employees and prepared the grant application.

**Dr. Larry W. Arp**, chair of USI's Information Systems and Business Education Department, developed the certificate program for the school.

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## Visitors

*Continued from page 1*

regional cooperation. The alliance undertook an "opportunities analysis," which led to these findings:

- Only the region as a whole has the resources to compete in the global marketplace.
- Political fragmentation can hinder the creation of regional vision and impede economic development.
- The North American Free Trade Agreement is important to the economic future of the Midwest.
- Institutions of higher learning play an important role in the region's development.

Burleigh said he expects that these findings also apply to Evansville and the Tri-State as the region focuses on economic opportunities.

He praised the past work of the Board of Visitors in strengthening the School of Business and the board's current efforts, particularly in the area of workforce development. (See story above for new initiative in workforce development.)

"Your work has paid real dividends in higher-paying jobs for the community and in a regional business school that's turning out top-notch graduates," he said.

The Board of Visitors was organized in 1990. **Robert Leich**, president of Diversified Health Care, Inc., served as the group's first chair. Founding member **John Lippert**, retired chairman of National City Bank, cited the group's involvement in accreditation as one of the major accomplishments. He also praised the school for implementing, at the board's suggestion, improvements in communication skills for students, education in business ethics, and higher standards for accounting graduates.

# Awards honor outstanding service, research, teaching

The School of Business has honored four faculty members for their outstanding contributions to the school and to their disciplines during the 1999-2000 academic year.

■ **Dr. Timothy R. Koski**, assistant professor of accounting, and **Dr. Munir Qudus**, chair of the Economics and Finance Department and professor of economics, received the Research Award in recognition of their consistent productivity and success as scholars.

■ **Dr. Larry W. Arp**, professor of business education, was recognized with the School of Business Service Award for his extensive professional service to the University and to his profession. Arp has served as chair of the Informa-



Miguel Latorre-USI

*Dr. Brian L. McGuire, right, assistant professor of accounting, congratulates Munir Qudus, left, and Timothy R. Koski, winners of faculty Research Awards. McGuire was a member of the awards committee for 1999-2000.*

tion Systems and Business Education Department since 1991. He joined the University in 1972.

■ **Jeanette C. Maier-Lytle**, instructor in accounting, was accorded the teaching award for her outstanding teaching evaluations and reputation for excellence.

The awards were presented at a faculty reception in the spring.



Miguel Latorre-USI

*Awards committee representative Brian McGuire, left, presented the Service Award to Larry Arp.*



*Jeanette Maier-Lytle*

## Quddus selected for Berger award honoring service to community

**Dr. Munir Qudus**, chair of the Economics and Finance Department, is the recipient of the Sydney and Sadelle Berger Faculty Community Service Award. The award is presented annually by the USI Faculty and Academic Affairs Committee for distinguished community service to groups, agencies, and institutions external to the University.

A faculty member since 1984, Qudus edits *The Evansville Factbook*, a statistical resource book of economic and demographic data on the Tri-State region. He helped establish the first private university in his native country of Bangladesh and created an economic development research project investigating the feasibility of establishing a credit union for employees of the garment export industry in that country.

## SGA honors Peggy Shields

The USI Student Government Association has honored **Dr. Peggy O. Shields**, associate professor of marketing, with the Faculty of the Year award.

**Dr. Kathy V. Rodgers**, assistant professor of mathematics, was co-winner. Shields and Rodgers

were recognized for their support of students' educational goals and excellence in teaching.



*Shields*

# Department of Accounting pursues AACSB accreditation

The School of Business was proud to achieve accreditation from the AACSB—the International Association for Management Education in November 1997. AACSB provides a separate accreditation process for accounting programs. In the spirit of continuous improvement, the Department of Accounting is pursuing separate accreditation and was accepted into candidacy in 1999.

Acceptance into candidacy involved performing an internal self-review and submitting a candidacy plan outlining the steps necessary to meet accreditation standards. The candidacy period is from one to five years during which the department will complete the accreditation plan and apply for formal accreditation.

An important component of the accreditation plan involves completing a review of the departmental mission statement and sharing that mission with our constituents. Working with representatives of Kimball International, a member of the Accounting Circle (the department's advisory group), the department developed a vision statement, leading to guiding principles and departmental goals with assessments.

The vision statement that appears on this page has been shared with the Accounting Circle and the chair's student advisory group. We believe this vision will result in the continuous improvement of our already outstanding accounting programs. Since our vision is a work in progress, we solicit your feedback.

—Dr. Daniel E. Wade

*Director of Accounting Programs,  
Professor of Accounting*

## University of Southern Indiana

### Department of Accounting and Business Law

#### Vision Statement

Our commitment is to quality accounting education.

The Department of Accounting and Business Law shares with the University of Southern Indiana and the School of Business a fundamental mission to be of service to Indiana and the Tri-State region and to increase post-secondary educational participation of traditional and non-traditional students in our region. We strive to enable our graduates to take positions in the profession of accounting, to prepare students for advanced studies in accounting or business, and to provide the foundation for their future growth and development in the accounting profession.

Our highest priority is to have excellence in teaching. While emphasizing effective instruction in both the undergraduate and graduate programs, the department's primary focus is to prepare undergraduate students to be productive members of their profession and society.

We view research contributions in the field of accounting as being fundamental to the mission of the department. We also acknowledge that service to the University, to the accounting profession, and to the community is fundamental to our mission.

By fulfilling our vision, we seek to become the preferred source of professionally trained accountants for employers in our region.

#### Guiding Principles

- **Students**

Service to students is the reason for our existence as a department. Thus, the importance of all other activity is measured in terms of its benefit to our service to students.

Our commitment to students extends beyond the classroom to advising and other extracurricular activities that add value to the educational process.

Students should receive our professional best at all times.

- **Teaching**

Excellence in teaching is our highest priority. As a faculty, we will give our foremost attention to preparing our students for successful entry and continued growth within the accounting profession. This requires that our teaching be current, be relevant, and build lifelong learning skills.

- **Research**

Research is an integral part of maintaining currency and relevancy in the classroom. Consistent with our emphasis on undergraduate teaching, our research will primarily focus on applied and pedagogical issues.

- **Service**

As a faculty, we realize that we have a responsibility for service to multiple stakeholders. The University, the School of Business, the accounting profession, the community, and employers, all deserve our time and attention. As a department, we will be active in service to each of these constituencies. At each level of service, we understand the requisite connection to our service to students.

- **Continuous Improvement**

We, as a faculty, remain committed to continuous improvement as an essential ingredient to our ongoing success in providing a quality education to our students.

# The company we keep, 1999-2000

## Speakers

*The following individuals were among speakers to business classes.*

**Leslie Blenner '94 M.B.A.**  
SIGECO Advanced  
Communications

**John Bolger '80 (retired)**  
Commercial Credit Corp.

**Donald Breivogel '83**  
American General Finance

**Melanie Bretz '91**  
Hilliard Lyons Inc.

**Tim Buecher**  
University of Southern Indiana

**Brian Clesi '96**  
Target

**Steven F. Farrell '73**  
Gaither Rutherford & Co., LLP

**Ken Forbes**  
Sanford Rose Associates

**Kay Forbes-Smith**  
KFS & Associates

**Shannon French '99**  
American Express Financial  
Advisors

**John Friend**  
John Friend and Associates

**Linda Satore-Getty**  
Old National Bank

**Brian Glaser '99**  
Transfreight, LLC

**Daniel Hardwick '99**  
Ascension Health-ISD

**Donna Harris '94**  
Methodist Community Hospital

**Paul Hoskins**  
Evansville Coliseum

**Roxanne Hudnall**  
Robur Corp.

**Alan Julian '74**  
Evansville Courier & Press

**Walayet A. Khan**  
University of Evansville

**Kirk Knight '93**  
Old National Bank

**Doug Libbert '83**  
Kimball International, Inc.

**Susan Matthews**  
Guardian Automotive Trim

**Lana K. Meyer**  
Northwestern Mutual Life

**Blair Milkey**  
Harvest Financial Group

**Jerry L. Moore**  
DOMA Group

**Angela Noble**  
Leadership Resources Center

**Bryan Norman**  
Berry Plastics Corp.

**Dane Partridge**  
University of Southern Indiana

**John Phipps '96**  
Fifth Third Bank

**Brad Platts**  
Keller Crescent Co.

**Byron Rohrig**  
Evansville Courier & Press

**Carl Saxby**  
University of Southern Indiana

**Marilyn Schmidt**  
University of Southern Indiana

**Michelle Schroeder '96**  
Kimball International, Inc.

**Randy Schulz**  
Harding Shymanski & Co.

**Laura Seits**  
Key Sales Personnel

**Bob Smith**  
Berry Plastics Corp.

**Pamela Prinz Stewart**  
Institute of Management  
Accountants

**Robert W. Swan '72**  
Kemper CPA Group

**Tim Swickard**  
Hilliard Lyons, Inc.

**Robyn Taylor '92**  
Escalade, Inc.

**Teresa VanEssen**  
Berry Plastics Corp.

**Betty Weightman '75**  
Better Business Bureau

**Gene Weisheit**  
Kimball International, Inc.

**Sylvia Wettmarshausen '94**  
University of Southern Indiana

**James T. Whipkey II**  
IBS & Associates, Inc.

**Larry Whiteside '82, '95 M.B.A.**  
Mead Johnson Nutritionals

**James Wilsbacher**  
Bristol Myers Squibb

**Stephen J. Witting**  
Old National Bank

**Brian Zirkelbach '99**  
National City Bank (Indianapolis)

## Mock interviews

*These individuals conducted mock employment interviews for students in the Career Planning and Professional Development classes.*

**Bob Baumgert**  
Permanent Bank

**Julie Bennett**  
Old National Bank

**Bonnie Benson**  
Frontier Kemper Constructors

**John Bolger '80 (retired)**  
Commercial Credit Corp.

**Brenda Bosecker**  
Red Spot Paint and Varnish Co.

**Jason Braun**  
St. Mary's-Warrick County Hospital

**Angie Brawdy '93, '99 M.B.A.**  
University of Southern Indiana

**Cindy Brinker**  
University of Southern Indiana

**Nancy Byrd**  
Fifth Third Bank

**Chastity Otto Coy '99**  
Integra Bank

**Jacqueline Ditzer**  
Integra Bank

**Andy Ellerbrook '98**  
Shoe Carnival, Inc.

**Nancy Epperson**  
Integra Bank

**Susan Everett '81, '99 M.B.A.**  
Keller Crescent Co.

**Debbie Fleck '91, '00 M.B.A.**  
American General Finance

**Joan Finch**  
Evansville Vanderburgh School  
Corp.

**Chris Fragens**  
Keller Crescent Co.

**Sean Georges**  
Shoe Carnival, Inc.

**Adam W. Hall '86**  
St. Mary's Health Care Services

**John Halverson**  
Human Resource Support, Inc.

**Judy Hamilton**  
Keller Schroeder Assoc.

**Brad Harris '00 M.B.A.**  
Vectren

**Cindy Hayes**  
Integra Bank

**Katie Hayes**  
Card Management Corp.

**Janet Heldt '86**  
Old National Bancorp

**Frank Kanowsky**  
Ferro Corp.

**Jill Keltner**  
Manpower Technical

*continued on page 7*

## Mock interviews *continued*

**Laura K. Knight '96**  
Card Management Corp.

**Rebecca Knight**  
Shoe Carnival, Inc.

**Carol Lukens**  
Wabash Plastics

**Steve Martin**  
Red Spot Paint and Varnish

**Marty Mattingly**  
Welborn Clinic

**Susie Mattingly '84**  
Keller Schroeder Assoc.

**Sabrina Miller**  
Shoe Carnival, Inc.

**Thom Mominee '72**  
Evansville Courier & Press

**Cindy Moore**  
Deaconess Hospital

**Allen Mounts '74, '91 M.B.A.**  
Old National Bancorp

**Mike Murphy**  
Shoe Carnival, Inc.

**Steve Niemeier**  
Human Resource Support, Inc.

**Bryan Norman**  
Berry Plastics Corp.

**Vickie Oshodi**  
University of Southern Indiana

**Mary Lou Owen**  
Card Management Corp.

**Rod Penfield '72**  
Vectren

**Bob Scheller**  
Deaconess Hospital

**Leslie Schisler '88**  
Kelly Services

**Terry Stumpf '77**  
Toyota Motor Manufacturing  
Indiana

**Robyn Taylor '92**  
Escalade, Inc.

**Cathie Thomas '96**  
Kelly Services

**Susie Traylor**  
Card Management Corp.

**Emily VanWinkle '99**  
Berry Plastics Corp.

**Cheryl Waymer**  
Fifth Third Bank

**Randy Waymer**  
Mead Johnson Nutritionals

**Sylvia Wettmarshausen '94**  
University of Southern Indiana

**Valerie Zink**  
American General Finance

**Lisa Zwahlen**  
Kelly Services

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## Career exploration

*These people provided career exploration interviews or job shadowing experiences for students in Personal Selling and Marketing Management classes.*

**Doug Ault**  
General Rubber and Plastics

**Lara R. Beck '92**  
Outlook Pointe

**Jeff Brown**  
PVC Plastics Co.

**Rick Brown**  
Wabash Food Service

**E. Alan Bugg**  
First State Bank

**Rob Burton**  
South Central Radio Center

**Kelly Collier '91**  
Salvoy Pharmaceutical Doctors

**Blake Cook**  
New Harmony Gallery of  
Contemporary Art

**Marjorie Daily '95**  
Mead Johnson Nutritionals

**Mike Dorton**  
Magnetek

**Deavron Farmer '91**  
The Matrix Group

**Carolyn Fuller**

**Robert Gallup**  
Northwest Radiology Network

**Gene Hagedorn**  
American Cyanomid Co.

**Brent Hardwick**  
Paint and Carpet Depot

**Randy Hobson**  
Overcaps

**Jeff Kautz**  
WIKY Radio

**James Little '91**  
Product Acceptance & Research

**Jodi Medsker**

**Bryan Myers '98**  
Tri-State Athletic Club

**Jill Padgett '80**  
KFS and Assoc.

**Jonathon Parish**  
Lowe's

**Steve Ray**  
Kizzie & Co.

**Shelly Webb '90**  
Standard Register

**Lucinda Weber**  
Interim Personnel

**Greg Wilson**  
Seymour Mack Sales and Service,  
Inc.

**Stephanie Wuchner '97**  
Community Telephone

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## Internships and cooperative programs

*Ninety-six School of Business students were in internships and cooperative programs at the following 48 employers during the summer 1999, fall 1999, and spring 2000 terms.*

96STORadio  
Accuride  
American General Finance  
Alcoa  
American Cancer Society  
Ann Taylor Loft  
ARC Construction  
Automated Office Solutions  
Berry Plastics Corp.

BDO Deutsche Warentreuhand AG  
Bristol Myers Squibb  
C. H. Robinson  
City of Evansville Board of Public Works  
City of Evansville METS  
Deaconess Hospital  
Evansville Museum  
Exit 7  
Gaither Rutherford & Co., LLP  
GE Plastics  
Gibbs Die Casting Corp.  
H & R Block  
Harding Shymanski & Co.  
Henkel Surface Technologies

HOPE of Evansville  
Kemper CPA Group, LLC  
Kimball International, Inc.  
Koch Originals  
Lodestar  
Marvin Wright CPA  
Media Mix  
Merrill Lynch  
Methodist Hospital  
Northwestern Mutual Life  
Old National Bank  
Old National Bank Investments  
Old National Bank Trust Co.  
Oswald Specialties  
Prudential Securities, Inc.

Robur Corp.  
Roselle Weinzapfel CPA  
Shoe Carnival, Inc.  
SIGCORP Communications Services  
Sights Denim Systems  
St. Mary's Medical Center  
T J Maxx  
Toyota Motor Manufacturing Indiana  
Toyota Motor Manufacturing North America  
University of Southern Indiana  
Walt Disney World

# Why you might be misreading your competitors

## Farsighted view vital when sizing up rivals

By Carl L. Saxby

*Editor's note:* The following excerpt is from an article entitled "Managers' Mental Categorizations of Competitors," by Dr. Carl L. Saxby of the USI School of Business with Dr. Philip Nitse and Dr. Paul Dishman, both of Idaho State University. The article can be read in its entirety in an upcoming issue of the journal, *Competitive Intelligence Review*.

A successful business strategy is built on a mix of products, services, and prices that satisfy the needs of the marketplace better than those offered by competitors. To develop successful strategies, managers must understand not only their business capabilities, but also those of their competitors.



Saxby

Evaluating a firm's strengths and weaknesses relative to those of competitors is difficult because business intelligence is always incomplete; and even if it were possible to gather all the desired business intelligence about all competitors, the expense and complexity of such a task are unmanageable. Therefore, managers simplify the task by deciding explicitly, or perhaps more often implicitly, which competitors should be analyzed and to what degree.

My co-researchers and I believe that managers spend the majority of their resources analyzing competitors that are very much like the managers' own firms. Managers are relatively blind to competitive threats from firms different from their own. This strategic myopia arises from the managers' mental categories, a key sense-making tool used to interpret the competitive environment.

Psychological research has shown that people create mental categories based on perceived similarities and

differences of the items or events being classified. Items or events that are similar are grouped together. Once formed, these mental categories are stable. That is, individuals do not alter their mental categories without a significant experience that forces them to change to a better-fitting structure.

These mental categories are organized around a prototypical member of the category. For example, when a person refers to a chain store, he or she is using a mental category. While the term applies to a wide range of businesses, the individual will have some specific case in mind as the typical chain store. If WalMart is the individual's prototype for a chain store, the individual will tend to think that other chain stores are like WalMart.

Managers use mental categories of competitors to organize and simplify the more complex reality of the competitive environment. Managers typically reduce their categories to only their major competitors. This allows them to make sense of the information that they deal with on a regular basis while allowing them to ignore a vast amount of information about smaller competitors or organizations that impact the industry through technology or other means. While this makes the task of analyzing competitors more manageable, the risk is that managers develop blind spots to developing trends.

Research has also shown that mental categorizations will be the most discriminating in areas of the environment where the individual has the most expertise. That is, managers will form more complex mental categorizations of firms the managers encounter most frequently in the marketplace and have less complex categorizations of firms they encounter less often.

Another aspect influencing the way categories are formed is the set of characteristics used as a basis for comparison. Most managers use characteristics of their own firm as the basis for comparison. Managers, for example, may reduce their competitive cate-

gories to just those firms with directly competing products or potentially competing research and development. Recently, a high-tech firm I work with was examining other closely competitive products. Because the designing engineers of the product were leading the examination team, they concluded

*If WalMart is the individual's prototype for a chain store, the individual will tend to think that other chain stores are like WalMart.*

that there were no competitive products to theirs because no others met their technical specifications. This view turned out to be unrealistic. Their firm's product had less than an 8 percent market share and buyers perceived that their product was highly substitutable.

Managers use a hierarchical structure to organize their mental categories of competitors and think their firm is in the middle. Once a manager has developed mental categories of competitors, a ranking process occurs

See **Competitors**, page 9

### About the author

▼ Dr. Carl L. Saxby, USI assistant professor of marketing, holds a bachelor's degree in accounting from Illinois State University, an M.B.A. from the Keller Graduate School, and a Ph.D. in Business Administration from the University of Memphis. He has 18 years of industry experience, primarily in the automotive and electronics industries, and is a director of Alptex, Inc., an electronic interconnection firm based in Orwell, Ohio. Prior to entering an academic career, Saxby was a principal in a Chicago area marketing research firm.



## Jill Welden, accounting major, named 2000 President's Medallist

Jill M. Welden '00, a summa cum laude graduate with a Bachelor of Science degree in accounting, is this year's recipient of the President's Medal, the highest honor bestowed on a graduating senior at the University of Southern Indiana. She received the award May 6 at Commencement.

Welden was chosen for her commitment to academic excellence and her service to the University and to the community. A dean's list student throughout her career at USI, she was a charter member and officer in the Speaking Eagles, a student Toastmasters Club. She served as an orientation



Welden

Accounting Student Advisory Committee. She completed a cooperative study program in the commercial finance department at GE Plastics. Welden is from Morganfield, Kentucky.

leader for incoming freshmen and as an officer of the Student Alumni Association.

A member and past officer of the Accounting Club, Welden also served on the

Another accounting major, Elizabeth Verkamp '00 of Mount Vernon, Indiana, was among the five finalists for the President's Medal. A dean's list student throughout her USI career, Verkamp graduated magna cum laude. Her academic honors included the Institute of Management Accountants Outstanding Junior Scholarship and the Scholastic Excellence Award. She was a member and 2000 fundraising chair for the Accounting Club, member and parliamentarian for Alpha Kappa Psi Professional Business Fraternity, and a member of the Golden Key National Honor Society.

## Competitors

*Continued from page 8*

that allows the manager to focus efforts on those firms he or she considers as significant threats. The prototypical firm will be at the top of this ranking.

Xerox in the 1970s was more concerned with Kodak's entering the upper middle segment of the copier market than it was about IBM's entrance since Kodak more closely fit the prototypical firm envisioned by Xerox managers. This led Xerox to commit considerable resources to repel Kodak's attack although IBM entered the market with new products as well.

To summarize, managers tend to focus on a rather closely defined and focused group of firms. These firms share attributes that the managers consider to be important, attributes likely shared by the managers' own firms. The danger is that threats from outside the mental category can be overlooked by this mental classification structure.

Managers who are responsible for assessing competitors need to be aware that there are psychological processes that both contribute to and detract from accurate assessment. It is important to understand that these psychological processes cause managers to see

the competitive world from a point of view that is influenced by their companies' positions.

To avoid the pitfalls of this myopic view of competitors, managers should have a systematic process of inclusion based on a set of explicit criteria. These criteria could be shared products, shared markets, technology, or new product development efforts. The process should include a method by which both obvious and seemingly distant competitors are considered. Such a process would improve managers' understanding of their competitive environment.

## Faculty Experts Guide

Do you need information or expert consultation? Faculty members in the USI School of Business have expertise in many business-related topics. If you need information or want expert consultation, School of Business faculty members may be able to assist you.

To get your copy of the USI School of Business *Faculty Experts Guide* call **812/464-1681**, or log onto <http://business.usi.edu/expertguide/expert.htm>



## AITP students win at national meeting

Members of the USI chapter of the Association of Information Technology Professionals (AITP) won five awards in recent competition at the organization's national collegiate conference in Tampa.

Adam Smith and Michael Weatherford placed third in the Visual Basic Programming contest. Jonathon Cobb placed fifth.

Cobb and Pamela Mitchell placed second in the JAVA contest and tenth in the Systems Analysis and Design contest.

Jason Reckelhoff placed fifth in the Student Paper competition.

Sixteen USI students attended the fifth annual conference which attracted more than 840 students from 92 colleges and universities. Seventy-three awards were presented for outstanding performance in competitions during the three-day conference.

## Stephen Sparks receives Trustees' Merit Award

Stephen C. Sparks '00, an economics major, is the winner of the Trustees' Distinguished Merit Award for 2000. The \$1,000 award is the highest recognition given each spring during Honors Week.

The Trustees' award recognizes a junior or senior for outstanding achievement in the student's major and in the liberal arts and sciences that form the core curriculum of a college education.

One student is nominated from each of the five schools. Sparks represented the School of Business.



Sparks

### On the Web

See <http://business.usi.edu> for information about the University of Southern Indiana School of Business.

## Tour of hospital proves healthy for awareness of business careers

Members of the Economics and Finance Club learned about career opportunities available to them in a hospital setting through a visit to St. Mary's Hospital in Evansville.

Six students and Dr. Mohammed F. Khayum, associate professor of economics, toured the health-care facility in February. Khayum is club sponsor.

Jay Kasey, president of St. Mary's Health Care Services and a member of the School of Business Board of Visitors, presented an overview of the organization, including its relationship with St. Mary's Warrick and with physician groups. He also discussed functions such as database collection, information systems, and accounting administration, all areas that involve hospital employees with higher education in the field of business. During the four-hour visit, students shadowed executives in upper management positions to learn more about their job responsibilities.

Khayum said, "As a group, the students said they had not thought of a hospital as providing careers for business students. Their eyes were opened to opportunities in a health-care setting."

Susanne Emge, executive director of St. Mary's Medical Center Foundation, was instrumental in arranging the visit for the student group.

*...the students said they had not thought of a hospital as providing careers for business students. Their eyes were opened to opportunities in a health-care setting.*

## New book by Munir Quddus focuses on garment industry in Bangladesh

Munir Quddus, chair of the Economics and Finance Department and professor of economics, and Salim Rashid are co-authors of *Entrepreneurs and Economic Development: The Remarkable Story of Garment Exports from Bangladesh*, published this year by University Press Limited of Dhaka, Bangladesh. Quddus is a native of Bangladesh.

Under consideration by Oxford University Press and Ashgate (UK) for worldwide distribution, the book presents a comprehensive analysis of the apparel export industry in Bangladesh and discusses the challenges ahead. Quddus was senior grantee of the American Institute of Bangladesh Studies in 1992-93 and a Fulbright Teaching and Research Fellow in Bangladesh in 1996.

Rashid is a professor of economics at the University of Illinois, Champaign-Urbana and has written books on economic development and Adam Smith.

Quddus and Rashid also have written the introduction for a new edition of a *Treatise on Political Economy*, the classic volume on political economy by Jean-Baptiste Say (1767-1832). The reprint is published by Transaction Publishers and is available from Amazon.com.

# Sendelweck speaks on community-style financial services

Elizabeth Courtney-USI



While on campus as 2000 Alumnus-in-Residence for the School of Business, Ken Sendelweck, center, reunited with two of his mentors, Dr. Wanda Hibbitts, professor emerita of business, and Albert J. Umbach, Jr., managing partner of Umbach & Associates. Umbach is a member of the School of Business Board of Visitors.

## Accounting graduate returns to campus as Alumnus-in-Residence

Kenneth L. Sendelweck '76, president of German American Bank in Jasper, Indiana, talked with School of Business students in March about the challenges facing the banking industry today.

Large-scale mergers and new technology, including automated teller machines and online banking, pose new opportunities for serving banking customers, he told the students.

Sendelweck completed a B.S. degree in accounting at USI. His topic as the School of Business Alumnus-in-Residence was "Financial Services in the New Millennium...Community Style."

The Alumnus-in-Residence program is an annual event that brings a successful graduate to campus for presentations and discussions with students and faculty.

## Let us hear from you!

We welcome comments from our alumni and friends regarding accomplishments, career choices, and momentous personal events. Send to Nancy F. Bizal, School of Business, University of Southern Indiana, 8600 University Boulevard, Evansville, IN 47712-3597 or nbizal@usi.edu.

Name \_\_\_\_\_ Your student record name \_\_\_\_\_

Class of \_\_\_\_\_ Major \_\_\_\_\_ Telephone (home) \_\_\_\_\_ (work) \_\_\_\_\_ E-mail \_\_\_\_\_

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Please use this information only to maintain accurate alumni records.

## Cassidy recognized as Distinguished Alumnus

Andrew B. Cassidy '71 has received the Distinguished Alumni Award for 2000 from the USI Alumni Association. An accounting graduate, Cassidy has distinguished himself as an entrepreneur and a financial management executive in the managed healthcare field.



Cassidy

He is a private investor whose current ventures include Enviro-Cleanse Systems, Inc., headquartered in Mooresville, North Carolina, a company that uses ozone technology for water and air purification, and Condor Group, Inc., based in Tampa,

Florida, a company that sources apparel worldwide.

Cassidy was instrumental in developing several healthcare management organizations from 1986 through 1998. He served as executive vice president and chief financial officer of Oxford Health Plans, Inc., one of the six largest U.S. health insurers. Before joining Oxford, he was the CFO and treasurer of Aetna Healthcare Programs of California.

## Amy Clem on state commission

Amy J. Clem, a junior accounting major, has been appointed by Governor Frank O'Bannon to a two-year term on the State Student Assistance Commission of Indi-

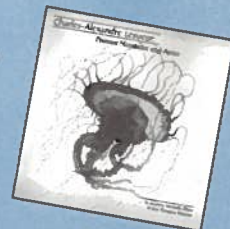


Clem

ana. The commission is composed of a representative for each congressional district and one student member.

## Johansen collaborates on Lesueur book

The recently published book *Charles-Alexandre Lesueur: Premier Naturalist and Artist*, by Josephine Elliott, USI archivist emerita, and Dr. Jane Thompson Johansen, associate professor of business education, is available in the USI Bookstore.



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