

School of Business Reports



Volume 7, Fall 1992

First Annual Fund Drive Near Goal

The USI School of Business—in its first annual fund drive—has reached over 80 percent of its \$60,000 goal to help accelerate American Assembly of Collegiate Schools of Business (AACSB) accreditation.

"The School of Business is pleased and grateful for the support of alumni, key volunteers, faculty members, and special friends," says Dean Phil Fisher. "These generous gifts have been bolstered by major gifts from area businesses whose support is most critical, not only to the school's continuous improvement, but also to obtaining AACSB accreditation." AACSB is the recognized accrediting

agency which sets quality standards for baccalaureate and master degree programs over and above a university's standard accreditation.

In Dean Fisher's words, "The goal of achieving AACSB accreditation is a realistic one, but it is reliant upon a public/private partnership to help underwrite the cost." Private dollars are needed to provide additional library resources as well as to meet student and faculty needs.

In response to the first annual fund drive, more than 115 business alumni have made gifts or pledges totaling \$4,170 to three different funds: the Wanda B. Hibbitts Scholarship, the

Give-A-Book Campaign, and unrestricted gifts to the School of Business.

The Wanda B. Hibbitts appeal was chaired by Mike Weber '72 and Jeff Wilmes '81 in Evansville; Keith Jewell '86 and Dan Neufelder '79 in Indianapolis; and Ken Sendelweck '76 in Jasper. Accounting alumni were asked to give to the scholarship honoring professor emerita Wanda Hibbitts. The scholarship recognizes a junior or senior accounting student who achieves through hard work and commitment, qualities Dr. Hibbitts cherished and encouraged during her distinguished tenure on the USI School of Business accounting faculty. A total of \$7,456 from alumni and friends has been received toward a \$25,000 endowment goal for the Wanda B. Hibbitts Accounting Scholarship.

Significant gifts from William E. Fisher '73 and the R. Malcolm Koch family to the Give-A-Book Campaign have brought that fund to \$1,500.

Leadership gifts from Evansville businesses include Bristol-Myers Squibb, \$10,000; Evansville Association of Commercial Banks, \$3,000; Geo. S. Olive & Co., \$3,000; Harding, Shymanski & Co., \$2,700; Red Spot Paint & Varnish, \$2,500; Citizens National Bank of Evansville, \$2,000; Old National Bank of Evansville, \$2,000; Atlas Van Lines, \$1,500; Citizens Realty & Insurance, \$1,000; IBM, \$1,000; and SIGECO, \$1,000. Other unrestricted gifts were received from alumni, totaling \$1,500.

Dean Fisher gave credit for the campaign's success to the Board of Visitors finance committee. "We would not be where we are today without the finance committee's key contacts. Our efforts are not over. We expect to reach our goal within the next several months."



Rebecca Yount is the first recipient of the newly established Wanda B. Hibbitts Accounting Scholarship. Pictured with her is Professor Emerita Wanda B. Hibbitts.



Phil Fisher

Dean's Letter

This fall USI enrolled 7,430 students, an increase of nearly five percent. In the School of Business, however, while MBA enrollments are up slightly, undergraduate majors declined from 1,580 last year to 1,475. This reflects the national trend. Business schools across the U.S. are showing enrollment declines as students react to news of slow economic growth, business consolidations, corporate down-sizing or right-sizing, and a tougher job market.

Our challenge is to meet the competition. Students must be better prepared to succeed in a business world with rapid technological change, global markets, and a turbulent geo-political environment.

In response to this challenge, our faculty are nearing the final stages of a major curricular overhaul. The new curriculum will be stronger in developing computer skills, written and oral communication skills, knowledge of continuous improvement techniques, a better background in international business, and a greater understanding of business ethics.

We also are pleased to announce that our students and faculty now have two electronic databases, ABI/INFORM and PERIODICALS ON DISC. ABI/INFORM permits students and faculty free access to do keyword searches of nearly 900 business and economics periodicals. This system is networked and available on computer terminals in the USI Library and in all business faculty offices. While ABI/INFORM provides detailed abstracts of articles, PERIODICALS ON DISC, available at a special terminal in the library, provides access to the full text of articles in nearly 400 of the most-used business periodicals.

These electronic databases greatly increase the ability of our students and faculty to inform themselves about new developments in the business world. The data can be a significant resource to alumni and residents of the Tri-State who want to use the USI Library. ABI/INFORM and PERIODICALS ON DISC have been made possible by the generous support of the businesses, alumni, and friends listed in the Honor Roll of Donors. Thank you!

We have made important progress this past year. All faculty now have excellent computing support; we have acquired two of the three needed electronic databases and have received substantial contributions toward the third. The number of full-time faculty increased from 30 to 32, and the University's budget includes four new full-time positions over the next two years. We will be able to offer two new scholarships; and, while our Give-A-Book Campaign is still short of its goal, the gifts we received will permit us to acquire books that otherwise would remain unavailable to our students.

Earlier this year, the University celebrated the 25th anniversary of President David L. Rice and several other staff members. How satisfying it must be to have been part of the creation of this university! They can look back on 25 years of progress. Our task is to continue the tradition.



Phil Fisher

R. Malcolm Koch Family Establishes Memorial Scholarship and Fellowship

The R. Malcolm Koch Memorial Scholarship and the R. Malcolm Koch Fellowship, gifts from Dr. Koch's family, will provide exciting new opportunities for both students and faculty of the USI School of Business.

"In these times of the University's dynamic growth," Dean Fisher notes, "student merit scholarships and faculty research fellowships are more important than ever before." These gifts are in response to the first School of Business appeal for private gifts to help accelerate accreditation by the American Assembly of Collegiate Schools of Business (AACSB).

The R. Malcolm Koch Memorial Scholarship—to be endowed at \$30,000—will be awarded each year to a senior pursuing a degree in business administration, with preference given to a student with a finance/economics concentration. It will recognize the student's academic achievements (including a minimum 3.0 GPA) and will provide a \$1,000 cash award toward tuition and fees.

The R. Malcolm Koch Fellowship will underwrite an annual faculty research project with financial support of about \$4,000, which includes an additional stipend for a student assistant. The fellowship will be awarded each year to a full-time tenure-track faculty member in the School of Business. The recipient will be selected on the basis of a proposal competition by a selection committee consisting of the dean of the School of Business, the chair of the business faculty, and the chair of the business faculty affairs committee.

Give-A-Book Campaign

Alumni and friends can support the Give-A-Book Campaign by making a tax-deductible contribution to the USI Foundation. The average cost of a book for the USI Library business collection is \$45. Donors of that amount or more will be recognized by a nameplate in a book added to the collection. Tributes and memorials also are offered; the nameplate will recognize both the donor and the honored individual.

Donations to the Give-A-Book Campaign can be made by using the form enclosed with this issue of the School of Business Reports accompanied by a tax-deductible donation to the USI Foundation.

STEVEN J. SCHENCK, EXECUTIVE-IN-RESIDENCE Fall 1992



Steven J. Schenck '72

Steven J. Schenck is Senior Vice President of NBD Indiana, a subsidiary of NBD Bancorp. NBD Bancorp is a \$40 billion bank holding company headquartered in Detroit, Michigan. Mr. Schenck is Manager of NBD's Indiana Regional Banking markets located outside the Indianapolis market. These include Fort Wayne, Lafayette, Jeffersonville, Elkhart, and Merrillville. These banking markets account for approximately \$6 billion in assets out of a total of \$11.4 billion in assets now a part of NBD Indiana, Inc.

Prior to NBD acquiring INB Financial Corporation on October 18, 1992, Mr. Schenck was Senior Vice President and Chief Financial Officer for INB. He joined INB in 1973 in the Internal Audit Department. In 1975, he became Assistant Treasurer of the Corporation's non-bank subsidiaries. In 1978, he was elected Vice President of the Bank Subsidiary responsible for accounting and reporting matters. He became First Vice President in the Bank in 1981 and Vice President and Financial Officer in 1983. He was

promoted to Senior Vice President in the Holding Company in 1985.

Mr. Schenck currently serves as Treasurer and Board Member of The Indianapolis Zoological Society. He is also Vice Chairman of the Board of Directors of Fairbanks Hospital, serves as a director of the Indianapolis Athletic Club, and is a Board member for Acordia Collegiate Benefits, Inc. Mr. Schenck is a member of the American Institute of Certified Public Accountants (AICPA) and former member of the AICPA Committee on Banking. He also is a member of the Indiana Society of CPAs and a member of the Financial Executives Institute (FEI). In addition, he serves as an advisor of the Financial Instruments Project of the Financial Accounting Standards Board (FASB).

Mr. Schenck graduated from the University of Southern Indiana in 1972 with a Bachelor of Science degree in Accounting. He makes his home in Indianapolis with his wife, Becky, and their four children.

Ethics Across the Curriculum: A Progress Report

Is it fair for an instructor to make class attendance mandatory by including points for such in a course's grading scheme? What are the responsibilities of an academic administrator when a student files a sexual harassment charge against a faculty member? Is it proper for a student or a professor to use the work of a colleague? USI faculty discussed these and other ethical questions at their Fall 1992 Faculty Meeting. Professor Barry Kroll of Indiana University began the ethics portion of the meeting with a talk on the importance of integrating ethics into the curriculum.

Faculty gathered into small discussion groups and each group was given two ethical cases to discuss. The purpose of the faculty discussion groups was twofold. One was to demonstrate the use of the case method for integrating ethics into the curriculum, and the other was to stimulate the faculty's thinking about ethical issues of importance to the entire academic community.

The ethics portion of USI's 1992 Fall Faculty Meeting served as the "kickoff" for the University's "Ethics Across the Curriculum" Program. During this academic year, Dr. Steven Cox, Chair of our Economics and Finance Department and Director of the University's Ethics Program, will be working with School of Business faculty, and faculty in other parts of the University as well, to help them integrate ethics into their courses.

The Evansville Factbook, 1992

A grant from the Lilly Endowment through the Extended University Program at USI has allowed Dr. Munir Quddus, associate professor of economics, and the School of Business to develop The Evansville Factbook, 1992.

The Factbook is designed as a one-stop source for a large amount of relevant information on the local economy. Time-series information from the current and previous census and cross-section data on the economy and the people of southwestern Indiana have been included. The information is available in three categories. Section I focuses on the city of Evansville. Section II includes statistics on the Evansville Metropolitan Statistical Area (Henderson County in Kentucky, and Posey, Warrick and Vanderburgh in Indiana). Section III presents data on the adjacent counties of Gibson, Pike, Posey, Vanderburgh and Warrick. Finally, several tables are included on the eleven counties that make up the Economic Planning Region 13: Daviess, Dubois, Knox, Gibson, Martin, Posey, Pike, Perry, Spencer, Vanderburgh and Warrick.

The Evansville Factbook, 1992 is patterned after The Indiana Factbook which is published every three years by Indiana University and also is associated with the Indianapolis-based Economic Development Information Network (EDIN). This publication contains a wide range of economic, social, and demographic information on the United States, the State of Indiana, and all counties of Indiana. The Evansville publication focuses entirely on the Evansville economy as it exists today and as it evolved over time (time-series data).

The USI School of Business is committed to publishing editions of The Evansville Factbook with updated statistics. Future editions will be enlarged to provide greater depth and breadth to the available statistical base. Given future funding, hopefully from the regional private sector, this project will be made available in worksheet format on diskettes so that researchers and other interested parties can use their own software to manipulate and analyze the data.

RETIREMENTS

Associate Dean Emmet D. Edwards *Retiring Again*



*Emmet D. Edwards
in 1992*

Two years ago, Dr. Edwards' retirement plans were put on hold when he was appointed Acting Dean from July 1990 to July 1991. He has been a member of the USI business faculty since 1976 and was recently promoted to professor of management.

Prior to coming to USI, Dr. Edwards spent two years at Mississippi State as a graduate teaching assistant working on his doctoral degree. He had retired from a military career of 26 years in 1974 having served in every enlisted, non-commissioned, and commissioned officer rank up to the grade of Lieutenant Colonel which he held at the time of his military retirement.

Teaching was a natural choice for a second career because the teaching component of his job as an army officer was the one he enjoyed the most. He says that teaching at USI has been especially rewarding because so many students are like he was at the age of 19. After dropping out of high school at the age of 15 and joining the army, he only later decided that education was his most effective key for advancement. Dr. Edwards says, "Having recognized the major blunder I made as a teenager when I dropped out of high school, I've spent my entire adult life pursuing educational opportunities. From a G.E.D. high school equivalency through every military and civilian schooling program I could get into, I have used education as the principal lever for building my life into what I wanted it to be. I'm living proof that the open enrollment policy and catch-up educational mission USI has adopted does make a difference in the ability of individuals to contribute. One of the most rewarding aspects of being part of USI during these past 17 years is the feeling that I'm paying back some of the investment that educators made in me over the years."

When asked what his greatest source of satisfaction from his service at USI has been, Dr. Edwards replied, "That's easy—I love what we're doing here so much and I love working with our students and want to give them so much that I worry about whether I'm perceived



Emmet D. Edwards in 1976

by students as an effective teacher. Last year the Alumni Association gave me their faculty recognition award. It was a total surprise. It said, 'we value what you are and what you do.' For me, there is no other accolade that can ever compare with that. Our Alumni are our biggest stakeholders. Their perceptions and values shape what we will be in the future. Their judgment is, I think, the most important one we face. I will always regard their award as the highest achievement of my career. I will treasure it always."



Dr. Edward D. Marting *"One of the Originals"*

Dr. Marting is one of the 'old timers' among the faculty, having joined the University faculty in 1968 at its Centennial School location. He stated that while the lighting and facilities were austere, the closeness of the early



*Edward D. Marting
in 1992*

faculty family brings back many fond memories.

Dr. Marting was acting Chairman of the Division of Business from 1969 to 1972. During his USI tenure, he has taught sections of most of the courses in accounting and finance.

His previous career included nine years with the Indiana State Board of Accounts as a field examiner. However, believing the philosophy, "teach and you will continue to learn," he prepared for a teaching career through earning an MBA from Indiana State and a DBA from Arizona State University, both with a concentration in accounting.

Dr. Marting says he is most grateful for having enjoyed excellent health and never missing a day due to illness in his 25 years at USI.

When asked what have been the most satisfying aspects of his academic career, he stated "being a part of the USI family while the campus has grown from a cornfield into a mature and flourishing university; being associated with students who really want to learn and believing that I have contributed toward their goals; and having the opportunity to serve as advisor to the School of Business Presidential Scholars, a group of very fine students."



*Edward D. Marting in
1968*

Departmental News

Department of Accounting and Business Law

The ACCOUNTING CLUB has received a certificate of excellence from the Institute of Management Accountants (IMA) for a second year in recognition of its high level of professional involvement and community service.

DR. MEHMET KOCAKULAH is the co-author of "Business Law Education in the Undergraduate Accounting Curriculum: A Survey." This paper was presented at the American Accounting Association Midwest Annual Meeting in Indianapolis. He will present two papers, "Crisis in Health Care: One Hospital's Response" and "Business Law Education of Accounting Students: A Survey of Accounting Educators," at the Decision Sciences Institute 1992 Annual Meeting in San Francisco. He also will serve as a session chair. Co-authors for the health care paper are DR. DAN WADE, MBA director and associate professor of accounting, and Mr. Keith Jewell '86, manager with Ernst and Young, Indianapolis. The co-authors for the business law paper are Mr. David Austill, visiting professor at University of South Alabama, and DR. TIM SCHIBIK, assistant professor of economics.

DR. EVA JERMAKOWICZ was on leave for the past academic year during which time she served as an advisor to the Minister of Finance in Poland under the United Nations Development Program and as an advisor to the Minister of Privatization. She also was a consultant for NICOM Consulting Ltd. providing business advisory services.

During this past year, she presented papers in Vienna, Austria; Budapest, Hungary; Kracow, Poland; Chicago; Las Vegas; San Antonio; and Madrid, Spain. Dr. Jermakowicz' primary topic was the changing economic situation in Eastern Europe.

Department of Administrative and Decision Sciences and Business Education

JENNIFER C. WILLIAMS, assistant professor, joins the ADSBE Department this year in the area of computer



Jennifer C. Williams

information systems. Professor Williams earned a Bachelor of Science degree from Western Kentucky and is nearing the completion of a Doctor of Business Administration degree at Southern Illinois University — Carbondale. Her dissertation focuses on the critical success factors for management information systems design, development, and implementation. This year Professor Williams has written a paper with Dr. A. Ramaprasad, "Critical Success Factors, Pills or Placebos," which has been accepted for presentation at the national Decision Sciences Institute. She has also had an article, "Spreadsheet Power User Tips: Take a Broad View of Data Entry," accepted in *Real Estate Accounting & Taxation*. The co-authors are Drs. Jeff and Carol Clark.

LARRY ARP, Chair of the ADSBE Department, has been chosen as president elect of the Indiana Business Education Association. His duties will include coordinating the activities of IBEA Regional Representatives and serving as an IBEA representative to the Indiana Vocational Association.

DR. ABBAS FOROUGHI has published seven articles in the proceedings of national and regional conferences this year. He also served as a reviewer of articles for Management Science and Group Decision and Negotiation. Dr. Foroughi is collaborating with researchers from Indiana and Arizona State Universities on projects in the area of computerized negotiation support systems.

Dr. Foroughi will serve as chairman of a session at the national Decision Sciences Institute conference where he will also serve as a discussant for several session papers.

He is the co-chairman of the Rotary Club of Evansville's Educational Committee in charge of the Educational Enrichment Grant Program for area teachers.

DR. MARWAN Wafa, associate professor of decision sciences, is co-author of two papers recently accepted for publication—"Automated Manufacturing Systems: A Challenge To Higher Education," *International Journal of Continuing Engineering Education*, and "Computer Usage Patterns in the Construction Industry: An Empirical Investigation," *Mid-American Journal of Business*.

Dr. Wafa serves as president for the Ohio Valley Chapter of the American Production and Inventory Control Society and as faculty advisor of the USI student affiliate chapter of the Society.

The School of Business, particularly Dr. Wafa, is proud of Sherry Begle, Jeffery Duckworth, and Laura Goedde, whose paper won second place at the undergraduate national level of the APICS International Paper Competition. Their paper, "Achieving Manufacturing Excellence Through Activity-Based Costing," was also first in Region 12. Patricia Ann Cox, a graduate student in the Industrial Management program, won second place in Region 12 with a paper entitled "The Price/Quality Index as a Basis for Sourcing Decisions."

Department of Economics and Finance

The Economics and Finance Department welcomes DR. MARIE



Marie Bussing-Burks

BUSSING-BURKS to its full-time faculty this academic year. Dr. Bussing-Burks is filling in for DR. MUNIR QUDDUS who is on sabbatical leave. Last year she taught for the department on an adjunct basis. Dr. Bussing-Burks has recently been elected to two Evansville boards of directors: St. Mary's Medical Center Foundation Board of Directors and Raintree Girl Scout Council Board of Directors.

At the request of the Evansville Economic Development Authority, economics faculty members (Professors STEVEN COX, MOHAMMED KHAYUM, MUNIR QUDDUS, and TIM SCHIBIK) studied the financial and economic impact of a Department of Defense Financial and Accounting Center on the local economy. They

found that such a center could bring as many as 6,400 new jobs and an infusion of almost \$200 million of additional income to the Evansville area. Through studies like this and publications like the Evansville Factbook, the School of Business can contribute significantly to public and private efforts to showcase the growth and development potential of the Evansville area.

DR. MUNIR QUDDUS, associate professor of economics, has had an article accepted for publication in the *Journal of Economic Education*. The paper deals with the implications of excessive mathematics in graduate education in economics.

DRS. TIM SCHIBIK and PEGGY SHIELDS received a grant from the Extended University Project, funded by Lilly Endowment, Inc., to continue their study of southern Indiana counties. The previous study of 13 Historic Southern Indiana (HSI) counties was funded by a two-year grant from the Economic Development Administration of the U.S. Department of Commerce. Results of the study are available in a comprehensive report and were presented to the HSI Board of Directors. The second phase involves a study of five additional counties (Vanderburgh, Warrick, Orange, Pike, and Dubois). The results of the study will be used to develop a general marketing plan for the HSI region and, later, more specific marketing plans for nine areas within the region.

Department of Management and Marketing

DR. ERNEST H. HALL, JR., assistant professor, is new to the management faculty this year. He received his Ph.D. in business administration from the University of Mississippi in August 1988. He majored in strategic management and minored in organization theory and in industrial organization economics. He holds an MBA from Louisiana State University and a B.S. in management from the University of New Orleans.



Ernest H. Hall

For the past four years Dr. Hall has been on the faculty of Clemson University. His dissertation entitled "Organizational Performance as a Function of Strategy and Administrative Experience in Merging Companies: A Strategic Learning

Perspective" examined the effects of organizational learning on organization performance. Results suggest that strategic consistency may result in superior organization performance.

He has published articles in the *Academy of Management Executives*, *Industrial Marketing Management*, *Journal of Business Strategies*, *International Journal of Management*, and *Review of Business* on a wide variety of topics. He has participated in Milliken's Pursuit of Excellence Total Quality Improvement and Total Customer Responsiveness Seminar.

Dr. Hall has also been active in professional associations (14 proceedings and presentations) and is currently serving on the Board of Editors of *Business Insights* and as a reviewer for the *Journal of Management* and *Journal of Business Strategies*.

Prior to entering academia, he was a shipping agent and supervisor of container documentation for Lykes Brothers Steamship Co. in New Orleans.

DR. JOHN CLARK KILLOUGH, assistant professor of marketing, received his Ph.D. in business administration with a major in marketing from the University of South Carolina in December. His dissertation is entitled *A Structural Analysis of Advocacy Advertising*; it is an analysis of the First Amendment rights of corporate advertisers who take positions on public issues. Dr. Killough attended two American Marketing Association meetings over the summer: The Conference on Public Policy and Marketing in Washington, D.C. and a seminar, "Great Ideas in Teaching Marketing" in Chicago.

DR. SANG T. CHOE has been promoted to full professor of marketing. He has also been appointed to the Board of Directors of the Midwest Marketing Association for a three-year term.

DR. JOY PELUCHETTE, assistant professor of management, presented a paper, "Subjective Career Success: The Influence of Individual Differences, Family, and Organizational Variables," at the Midwest Academy of Management meeting in St. Charles, Illinois, in the spring. She also served as a reviewer of papers for the Midwest Academy of Management and the Decision Sciences Institute. Locally, she gave presentations on the topic of sexual harassment to the American Society of Women Accountants and on the topic of stress to the Insurance Women of Evansville.

DR. WALTER W. JERMAKOWICZ, professor of management, was on sabbatical leave for the academic year 1991. Dr. Jermakowicz writes, "It was an exciting year. However, it is very nice to be back and again assume a more organized and regular life." He worked as an Advisor to the Polish Ministry of Privatization and as a plenipotentiary responsible for the introduction of managerial contracts into state-owned enterprises in Polish industry. He also served as President of the Industrial Development Agency (the agency responsible for restructuring Polish industry) and as the Deputy Minister of Industry and Trade. After changes in the Polish government, he assumed the position of Chief Advisor to the Minister of Privatization responsible for establishment of the Privatization Agency. During the same time, he was invited by the Russian State Committee for Privatization to serve as an advisor on management contracts.

During the year of his sabbatical leave, he prepared five papers, edited two books, and participated in conferences in Vienna, Austria; Rome, Italy; Budapest, Hungary; Prague, Czechoslovakia; Malmö, Sweden; Warsaw and Krakow, Poland; and Toronto, Canada.

DR. BARBARA J. MARTING, Chair of the Management/Marketing Department, is celebrating her twenty-fifth year with the University, including a year at ISU. She is serving her sixth year as a member of the Society of Human Resource Management's Board for the College Relations Committee. She is also serving on the Evansville Personnel Association's Government Affairs Committee, the Mayor's Civil Service/Merit Committee, the Ivy Tech Management and Industrial Supervision Committee, the Evansville Goodwill Foundation Board, and the Altrusa International, Inc. of Evansville's International Relations Committee. Recently she addressed the McCutchanville/Darmstadt Kiwanis Club on "Nonverbal Communication" and the National Association of Credit Managers on "Managing the Hourglass."

THE USI PERSONNEL CLUB has received the Superior Merit Award for the fifth consecutive year from the Society for Human Resource Management (SHRM). Drs. Marting and Peluchette are the Club's advisors. Leadership positions in the Personnel Club are held by Kevin Tretter, president; Laura Dugan, vice president; Greg Schultz, secretary; Lisa Seib, treasurer; and Jill Acton, public relations officer.

The Rusting of the Iron Curtain: Perceptions of the New Yugoslavia

by Dr. Sharlett Gillard

DR. SHARLETT GILLARD, assistant professor of computer information systems, and co-author, Dr. James Price, Defense Systems Management College, Ft. Belvoir, Virginia, presented a paper titled "Tri-Dimensional Organizations: Communication Issues and Solutions" at the International Conference on Organization and Information Systems held August 31 - September 4 in Bled, Slovenia. These are her casual observations of the new Yugoslavia:

"The conference setting was a scenic valley surrounded by towering mountainous terrain. Behind the former Iron Curtain, the area was obviously a favored resort area, hosting a beautiful lake complete with pleasure boats, a promenade, a pebble beach, paddle boats, and a grandstand area, hued from a rising mountain perimeter, for viewing speedboat races and other water exhibitions. To add to the resort atmosphere, casinos, open-air restaurants, bands, and dance floors were present. Ski lifts seemed to await the snows of winter. Numerous hotels and shops, a bank, a conference center, a castle, and a nearby national forest and wildlife preserve completed the picture.

Our conference hosts were gracious and warmly welcomed each participant. Slovenia's vice president presented a welcoming speech emphasizing Slovenia's independence, remoteness from the upheaval of Bosnia-Herzegovina, and eagerness to embrace the free world.

Language translation for presentations was provided through headsets. (Of course, at meals and social functions, multiple languages prevailed.) The translators were quite proficient, using the latest technical information systems terms to express the ideas presented. The papers were outstanding and well presented.

Underlying the facade, however, were evidences of desisted decay, abandonment, and uncertainty. The hotels were largely unoccupied but showed signs of previous heavy use; the lake was placid, void of activity; the casinos and restaurants were almost abandoned, bands played Western 60's music to empty dance floors.

Merchants seemed cautiously eager to assist customers, although virtually no assistance was offered unless invited by the customer, despite the excellent English spoken by most merchants.

The people appeared conservative, honest, hard working, and relatively poor. For example, lights were turned on only when customers entered the premises, employees refused to sell goods that were not priced by the owner, supervisors repositioned silverware at unoccupied tables and discussed same with idle waiters, and every individual was clad very plainly and without accessories. Hitchhiking was common and encouraged. Drivers who pick up a hitchhiker are given a coupon; at year's end, the coupons are redeemed by the government in the form of tax breaks. Western aggressive capitalism was not visible—widely diverse "tourist" merchandise was limited, and prices were uninflated. In addition our Western "disposable" society seemed quite remote from the crystal drinking glasses and ash trays typical of hotel provisions.

Another indicator of the still unestablished condition of Slovenia is its unstable currency. Several systems have been instituted during the brief period since gaining independence from Yugoslavia. The present currency is "tollars"; this swiftly minted currency includes no coins. American Express considers this currency sufficiently volatile that charges cannot be made in tollars but must be converted to German marks, Austrian shillings, Italian lira, American dollars, or virtually any other currency. Merchants, of course, were happy to convert any sale from tollars and to accept other currency.

A brief discussion with a college student in Bled confirmed our opinion that behind the Iron Curtain Bled was a popular resort area. Since the fall of the Iron Curtain, former patrons are venturing beyond their former boundaries, leaving Bled with the need to entice new visitors. Strides are being made by this beautiful, peaceful community, evidenced by the hosting of the international OIS conference and the advancing information systems technology, including installation of a group support system by a local firm.

In summary, the free Slovenia is a beautiful, peaceful country. It has made great strides during its brief existence and is eager to continue that trend, partially by improving present information systems and installing state-of-the-art systems in new environments."

These Paradigms, They Are A' Changin'

by Brian Hartmann, Business Administration student



Margaret Henderson Blair

The School of Business welcomed Margaret Henderson Blair, CEO of research systems corporation (rsc), as the Spring 1992 Executive-in-Residence. rsc is a national leader in advertising research. During her presentation, Ms. Blair shared with her audience some changes that businesses worldwide are facing and ideas to tackle the challenges these changes present.

According to Ms. Blair, the major problem facing large businesses today is the inability to see or implement new ideas and innovations, in other words "paradigm paralysis." Managers in large corporations find themselves in an ever-increasing web of corporate policies and procedures, which discourage and disable them from creating changes in the corporation. Another problem is too much emphasis on short-term profits. Top-level executives are not investing enough in research and development.

Ms. Blair emphasized that corporations need to change their old paradigms and start investing in their futures. She noted two major paradigms that need changing. The first involves research and development. Corporations are going to have to devote more resources toward new processes and new products. The second is that business needs to look at a larger share of consumers than North America. Businesses which are going to survive are the ones that will globalize their operations.

MBA Program

Change and growth are the key words for the MBA program. A new MBA curriculum has been put into place this fall. The objectives of the revision are to modernize the program to assure that graduates are prepared for the demands of today's ever-changing business world, make the program more accessible for non-business graduates by reducing the number of business prerequisites, and provide more flexibility for students regarding their choice of electives. Business leaders and MBA alumni provided the graduate faculty with input. While modifying and improving the program is an ongoing process, students, faculty, and the business community can be proud of this new curriculum.

The following is an approximate profile of the students in the MBA program at the end of the Spring 1992 semester:

Total students admitted.....	225
New admissions in the 1991-1992 academic year	60
Number of international students	15
Male/female student ratio	70%/30%
Average work experience	5 years

The diversity within the student body is a learning experience that is both rewarding and challenging.

*For information on the MBA program,
call Dr. Daniel Wade, director, at 812-464-1926.*

Faculty Research and Teaching Excellence Awards

Excellence in research and teaching is a major goal of the School of Business. To recognize superior performance, each year awards are given to faculty members who achieve distinction. Dr. Munir Quddus, associate professor of economics, and Dr. Ramadan Hemaida, assistant professor of decision sciences, received the 1992 recognition for their significant research activities. Dr. Dan Wade, MBA director and associate professor of accounting, and Ms. Nancy Bizal, coordinator of external relations and instructor of business, were recognized for innovation and excellence in teaching.

Debbie L. Seib 1992 President's Medal Recipient

Debbie L. Seib received the 1992 President's Medal, the highest honor given a senior at the University of

Southern Indiana. Mrs. Seib graduated magna cum laude with majors in accounting and computer information systems.

The Faculty Senate Student Academic Affairs Committee chose Mrs. Seib for the President's Medal because of her commitment to academic excellence and her service to the University and the community.

Mrs. Seib and her husband Michael reside in Evansville. She is the daughter of James William Walker and the late Jennie L. Walker. Mrs. Seib is a programmer with Kimball International, Inc. in Jasper.



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