Hearty congratulations to all of our College of Management graduates, who on May 21st will celebrate the culmination of many semesters of hard work. Best wishes for a successful and satisfying future from the staff and faculty of your College of Management.

Students leading through theory and practice!

**The Future of Business Intelligence**

David Johnson is a MBA student who has just completed his degree (congratulations, David!). David works as a senior data warehousing and business intelligence consultant for Dataspace Inc. of Ann Arbor.

During his Masters program, David had a paper related to his coursework published in the *Business Intelligence Journal*.

David discusses the information technology advancements that will impact the future of the business intelligence space. Some of those advancements are community thinking, product and development standardization, data growth, radio frequency identification (RFID) chips, and the manner in which technology is sold and distributed.

"Open systems and accepted standards are creating a community development environment, bucking the shrinkwrap industry and improving, reusing, and leveraging what was done the day before." (Johnson, 2005)

**Changes Shaping the Future of Business Intelligence** is available online to members of The Data Warehousing Institute (TDWI).

The Data Warehousing Institute is a respected association in the business intelligence and data warehousing industry committed to meeting the information and education needs of its members worldwide. To check out member benefits visit www.tdwi.org.

**Global Trade Mission**

Professor Chris Emmons and seven students from *Managing Multicultural Organizations* volunteered at the Global Trade Mission (GTM) as cultural and business coaches.

The 2006 GTM was held March 2 – 4 at the Auburn Hills Campus of Oakland Community College (OCC). Oakland Schools, Oakland County, and OCC partnered to organize this eighth annual event for 23 area high schools. Patterned from the national models of the Virtual Trade Mission (VTM) and the Center for Strategic and International Studies (CSIS), this event provided Oakland County students an authentic experience in working with a diverse team to respond quickly and professionally to a global challenge.

Approximately 200 students from Oakland County worked with their teachers in cross-district teams to develop an international business plan. The plans were in response to one of five Global Challenges written for GTM. The challenges included disposable cars, green architecture, personal electronics, security devices, bio and nano technologies, and medical service exporting.

Students used a variety of resources to research their plan, in both a personal and virtual format. Internet resources as well as international business experts were available to the students. Videoconferences from Germany, Poland and Argentina established a virtual link for real-time interaction between teams and their potential markets.

LTU student volunteers were Business Coaches Ethelia Brown and Kim Lundquist; Cultural Coaches Oula Ahmad, Ching-Hong Chao, “Sky” Chao, Shu-Chen Lin, and Yixing Wang; and India Cultural
Ambassador Shikha Nagrath. The role of Cultural Ambassador required a formal presentation on culture-specific information such as demographics, geo-politics, government, family, view of U.S. and U.S. products, and business practices.

In addition to student volunteers, Professor Richard Corson served on the Business Advisory Committee, as Israel Cultural Ambassador, and presented *Going Global: Understanding Free Trade Agreements*. LTU also was one of the sponsors of the event.

The Detroit News interviewed Professor Emmons and the students. Shu-Chen was quoted in the March 3 article *Teens test global market skills*. “I hope to answer any questions they have about how to find new products to solve problems,” she said.

**Business Process Management: Using Technology to Enable Business Processes**
American Productivity and Quality Center (APQC) organizes communities of work where industry leaders analyze Business Process Management (BPM) solutions and different methods to:

- integrate technologies with business processes to increase productivity.
- identify patterns which have been proven successful in other BPM implementations.
- examine future BPM trends.

The community analyzes the overall enterprise business landscape focusing on the alignment of the IT with BPM, the partnership between process owners and IT functions, best practices to synergize the business process initiatives with the IT processes, and the organizational, cultural, legal, political, and geographical issues in balancing people, processes and technology.

Dorin Andreescu, DMIT student, was involved in multiple activities related to the “BPM: Using Technology to Enable Business Processes” project. During the last six months, Dorin either virtually or physically visited Microsoft, Boeing, UPS, APC, Carlson Corporations, Diageo, and APQC; networked with participants; interviewed the presenters; wrote site visit briefs and study cases; and participated in the final discussions during the Knowledge Transfer Session.

Dr. Annette Lerine Steenkamp facilitated the participation of DMIT students in selected APQC projects. The students experience first hand how industry leaders apply IT management theory. For more information visit [www.apqc.org](http://www.apqc.org).

**Global Knowledge Management**
Viva Las Vegas! The American Productivity and Quality Center’s 11th Knowledge Management Conference *Knowledge Management in a Global Economy* will be held May 4-5 at Harrah’s in Las Vegas, Nevada. Dorin Andreescu and Dr. Annette Lerine Steenkamp will conduct a presentation and demo at the conference.

The presentation, *Enterprise Knowledge Portfolio Management System: A Systematic Approach to Define Solution Lifecycle Processes*, describes an original Knowledge Portfolio Management System (KPMS) built to support the transfer of best practices, self-service, and communities of practice and to layout the grounds for virtual knowledge workers. KPMS synchronizes knowledge used by product development life cycle processes in thousands of projects. Systematic thinking patterns from PMBOK, CMMI, ISO 12207, and 15288 guided the solution architecture. KPMS includes virtual portable enterprise systems to align business and IT processes and to fine-tune performance. A live demo of the KPMS’s structure and behavior is part of the presentation.

For more information visit [www.apqc.org](http://www.apqc.org).

**Project Portfolio Management System**
The doctoral research process model is complex and includes concepts from different knowledge areas. To manage and optimize the time, the partial and the final deliverables, the meetings, the related research activities, the surveys, the references, the study cases, the literature extracts, the interviews, the research syntheses and analyses, the drafts, and the prototypes without help from Information Technology (IT) solutions can be an overwhelming challenge.

May 19-21, Dorin Andreescu will share with other PhD students the results of his work in the DMIT program. His presentation, *Research Project Portfolio Management System: A Systemic Solution* will introduce a method to increase research productivity using theoretical concepts inspired from system theory and cybernetics, practical IT solution accelerators, patterns and tools inspired from real enterprise environments.

A workshop, *Research Techniques to Compress Time and Space: Project Portfolio Management System*, is also scheduled.

The presentation and workshop will be conducted at Syracuse University, School of Information Studies, Syracuse, New York. For more information visit [http://connections2006.syr.edu/](http://connections2006.syr.edu/).
Location, location, location

LTU Online
Two adjunct faculty members from the College of Management have been selected as producers for the new LTU Online initiative. Professor Diane Cairns, who coordinates the College’s graduate certificate program in project management, and Professor Kamal Kakish, who teaches a range of IS courses for the College, will work with LTU faculty members to develop asynchronous online courses in several academic areas.

In addition, they will be developing online courses in project management as part of an effort to bring this program online once authorization from the North Central Association is received. Please join us in offering our congratulations to Professors Cairns and Kakish for the selection to these new positions!

TACOM Education Day
LTU participated in Education Day at the Tank Automotive Command Center (TACOM) in Warren, on Feb. 22th. Over 260 civilian and military personnel attended the event.

Professor Laura Majewski, Assistant Dean and Betsy Jenaway, Macomb Program Manager from the COM were joined by Dr. Steve Howell from the College of Engineering and Art Michalski from Admissions as LTU representatives. They spoke to a steady stream of potential students about LTU’s MBA program on site at TACOM and other degree programs in Southfield.

Marianne Kainz, TACOM’s University Programs Coordinator, thanked the college and university participants stating “this year’s event superseded those of the past” and “partnerships forged during this event will continue to flourish as we strategize workforce needs for our future leaders in the 21st century.”

Strategic Partnership
A memorandum of understanding creating a strategic alliance between LTU and the Defense Acquisition University (DAU) was signed in the Buell Management Building on March 9th.

Under this agreement, LTU will provide quality educational opportunities for the DoD Acquisition, Technology, & Logistics (AT&L) workforce at the U.S. Army Tank, Automotive and Armaments Command (TACOM) in Warren, Michigan. LTU will accept up to 12 credit hours of DAU classes for transfer credit for certificate or degree programs.

Travis Stewart, Dean of DAU's Midwest Region and Dr. Lewis Walker, LTU Interim President, signed the agreement and made closing remarks. Many COM faculty and staff as well as TACOM and DAU personnel were present at the signing.

Videoconference Class
A new videoconference class between Macomb and Livonia Education Centers is planned for Summer 2006 on Strategic Quality Management.

For more information contact Cori Blanchard, blanchard@ltu.edu 248.204.3070 or Betsy Jenaway, Jenaway@LTU.edu 586.263.6695.

Faculty and Staff in the news

Building Capacity to Nurture Social Entrepreneurs
In March, Dr. Bob Inskeep, Executive Director and Professor in the College of Management and Jerry Lindman, Senior Lecturer and Director of the College’s Center for Nonprofit Management presented Building Capacity to Nurture Social Entrepreneurs at the Benchmark3 Conference on Nonprofit and Philanthropic Studies in Tempe, Arizona.

Every ten years, U.S. and internationally based nonprofit scholars, teachers, practitioners, association leaders, funders, and students gather to discuss innovations and accomplishments in nonprofit leadership and education, philanthropic studies, and related topics. This year’s conference focused on mapping the field of nonprofit education, curricular structure and content, discipline and practice linkages, and nonprofit institutional sustainability.

LTU’s nonprofit management center was founded upon the belief that placement of a center within a traditional graduate management school – a trend growing among business schools and schools of management around the world – is an effective way to stimulate cross-sector collaboration and job placement. It operates based on a model that combines individual career assessment, tactical education and training, and placement networking. Its founders have seen that tactical training and education programs, born in the rigor of an academic environment, can effectively meet the skill development needs of area professionals interested in nonprofit volunteer service and paid employment.

Inskeep and Lindman reported on the progress they have made since establishing the center three
years ago. Conference attendees learned of the unique partnerships the center has forged with area nonprofits, businesses, and governmental entities. Presenters also shared anecdotes about individuals who have devised entrepreneurial projects aimed at aiding society, as well as those who have made career transitions from for profit organizations to nonprofit employment.

Those interested may request a copy of the paper presented at the Benchmark3 Conference by contacting the center at Mnpcenter@ltu.edu.

**Special Events**

**Networking Opportunities!**

Career Services provides students and alumni with career planning, resource materials and employment opportunities to meet the rapidly changing career needs for today’s global job market. Kevin Finn, Director of Career Services, alerted us to these upcoming events.

**Date:** Wednesday, May 3, 2006  
**Time:** 6:30 p.m. – 8 p.m. (Sign-in begins at 6:00 p.m. or register in advance at www.miSURVIVES.org.)  
**Sponsor:** LTU and “Michigan Survives”  
**Location:** LTU Southfield Campus Cafe Lawrence  
**Cost:** Complementary

On March 1, a new organization, Michigan Survives, was launched, and we need your help as we grow. Michigan Survives is a professional support and educational group designed to provide effective networking, key topical information and emotional support and motivation for those in transition.

During this event, each participant will develop a workable, focused industry specific plan for career transition and career search. Colleagues and friends are welcome! Each participant will benefit from this workshop by the expert speakers, handouts, and detailed plan.

Career Networking Reception  
**Date:** Wednesday, May 24, 2006  
**Time:** 5:30 p.m. – 8:00 p.m.  
**Location:** LTU Southfield Campus University Technology and Learning Center Gallery  
**Cost:** Complimentary

Lawrence Technological University and Computer and Engineering Services cordially invite you to a complimentary Alumni Career Networking Reception sponsored by the Office of Career Services and the Office of Alumni Relations. Enjoy refreshments and gourmet hors d'oeuvres while you network with fellow alumni and corporate recruiters from many Fortune 500 companies.

**BoardWALK Nonprofit Board Member Training**

BoardWALK offers a series of seven workshops focusing on building the capacity of current and prospective nonprofit board members. Instructors are experienced nonprofit practitioners. Each workshop is held at the College of Management in Room M336 of the Buell Building on the Southfield campus of Lawrence Technological University.

The cost of each workshop is $35. The remaining workshops in the 2005-2006 series are:

**Leading Together:**  
The Executive Director and Board Chair  
**Date:** Friday, May 12, 2006  
**Time:** 8:30 a.m. – Noon  
Build a leadership partnership between the Executive Director and Board Chair.

Register at the door or online at www.uwsem.org.

Continental breakfast is provided. Classes are handicap accessible and parking is free. A Certificate of Completion is earned for completion of all classes.

BoadWALK is a collaborative program of United Way for Southeastern Michigan, Detroit Executive Service Corps, VAST MI and The Center for Nonprofit Management at Lawrence Technological University.

For further information, contact Jerry Lindman, Director, Center for Nonprofit Management at lindman@ltu.edu or visit www.ltu.edu/management/nonprofit_training.asp.

**Connecting with industry leaders**

**Gifford Pinchott III on Intrapreneurship**

Well-known author and consultant presented on LTU Southfield Campus  

On March 30th, Gifford Pinchott III delivered a completely engaging and informative presentation on intrapreneuring – creating innovation within existing organizations.

Mr. Pinchott coined the word “Intrapreneurship” and his first book, INTRAPRENEURING: Why You Don't Have to Leave the Corporation to Become an Entrepreneur, was a business best seller and been
Gary Mayo on Corporate Social Responsibility and Sustainability

On April 12th, Gary Mayo facilitated a learning session titled Corporate Social Responsibility and Sustainability ~ The Good, Bad and Ugly ~ Everything You Always Wanted To Know.

As Director, Government Affairs and Corporate Responsibility for Visteon Corporation, Mr. Mayo has obtained extensive experience establishing and implementing strategies for sustainable development and corporate social responsibility; the identification of sustainable product design opportunities; and distinguishing Visteon's global corporate citizenship reputation.

Hosted by the LTU Center for Nonprofit Management, students from the Strategic Nonprofit Management class as well as TACOM students currently enrolled in Business, Ethics, and Society attended the session.

Mr. Mayo is a Board Member of the Sustainable Business Institute; a Liaison Delegate to the World Business Council for Sustainable Development; a Council Member to the U.S. Business Council for Sustainable Development; a Member of the Board of Councilors of the China-U.S. Center for Sustainable Development; a Founding Board Member of the Southeast Michigan Sustainable Business Forum; a Founding Board Member of the Supplier Partnership for the Environment; a member of the Society for Organizational Learning (SoL) Sustainability Consortium; and a Council Trustee and Advisory Board Member of the SoL Global Network.

Mr. Mayo holds an MBA from Duke University and Certificates from Executive Programs at The Aspen Institute, Duke University, and the University of Michigan as well as a Bachelors Degree in Marketing from C.W.Post College/Long Island University. He serves as a Colonel in the U.S. Air Force Auxiliary, Civil Air Patrol and serves as the Wing Commander for the State of Michigan.

One student in attendance, Shikha Nagrath, wrote the following article summarizing the session. Shikha is currently working on her MBA program. She is also a member of Phi Theta Kappa International Honor Society. Presently she is serving as the President of the Michigan Council of Women in Technology Foundation MCWTF, Student's Interest Group (SIG) at LTU. We are happy to publish her article in the COM Connection.

Gary Mayo Presentation Summary by Shikha Nagrath

In today's corporate world there is a mounting need for Corporate Social Responsibility (CSR). This development calls for operating a business in a manner that satisfies the needs of the society. To prevail over competition and offer long term commitment to serve its customers, businesses today need to operate in a manner that meets or exceeds the expectations of humanity. This covers not only the legal aspect of a business but also takes into consideration the ethical factors, which are equally important in today's corporate world.

Fully recognizing this imperative business need, Lawrence Technological University (LTU) organized a facilitated learning session on the upcoming theme of CSR and sustainability. Gary J. Mayo, Director, Government Affairs & Corporate Responsibility for Visteon Corporation was invited to share his expertise and experience among the students from the Strategic Nonprofit Management class.

The occasion started with a video clipping from a film “Erin Brockovich” which is based on a true story involving real estate and medical records against Pacific Gas and Electric Company (PG&E). The discovery of industrial poisoning (Hexavalent chromium) in the water supply was a real good example to start with defining the significance of CSR. The PG&E case is a benchmark for many company’s who tend to threaten the health of an entire community. This case was settled in 1996 for $333 million, the largest settlement ever paid in a direct-action lawsuit in US history.

Further Gary Mayo proposed a Worlds Cafe Format discussion where he addressed the following questions:

What creates public demand for greater corporate responsibility?

Why does globalization heighten anxiety about corporate responsibility?

What are the barriers to increasing responsible corporate behaviors?

The interactive discussions over round tables fetched lots of great ideas related to the above
important issues. Addressing the derivation of these questions further, the round table discussions were followed by Mayo’s explanation about CSR being viewed as a foundation of creating shareholder’s value. He stated that company’s who recognize the value of CSR have the strapping likelihood of long-term stability and continuity.

Consistent with its ground values companies must take into consideration the SRI (Socially Responsible Investing). SRI continues to be an upward trend with total assets under management growing from $639 billion in 1995 to $2.29 trillion in 2005 in the US. Globally the investments today reach up to 6 trillion dollars.

Gary J Mayo’s presentations provided an excellent source of information for LTU students with a profound learning experience. For example, to reduce the environmental hazard related to global warming, Mayo discussed the End of Life Vehicle Directive (ELVD). ELVD aims at laying down the measures as the first priority to prevent waste from vehicles. The reuse, recycling and other forms of recovery are regulatory actions of CSR.

Further he defined sustainability in relation to CSR, which aims at providing a better quality of life for now and coming generations. He stressed that economy should pressurize on waste elimination rather than waste minimization.

In the context of sustainability, Mayo circulated a book “Cradle to Cradle Remaking the Way We Make Things” by William McDonough’s and Michael Braungart. The book has the remarkable specialty of being treeless i.e. without the use of any wood pulp or cotton fiber. It is made from a synthetic paper, plastic resins and inorganic fillers. Most people in the room were stunned to see this invention, which guided a path to ecological, social and economic value reflecting a new spirit into future.

The vocalization ended with a few interesting video clippings, which were an inspirational source to protect our environment. It focused on the challenging role of commerce in tomorrow’s society.

The overall arrangement at LTU proved to be a valuable asset for both the students and professors where they gained useful insights into the future topic of CSR and sustainability and how it is radically linked to the overall strategic planning of a firm.

**In response to your requests**

*Please note the lab won’t be staffed May 1 - May 16 except for Saturdays 8:00 a.m. to 12:00 p.m. to support the weekend programs.*

**Microsoft Developer Network Academic Alliance**

The College of Management is a member of the Microsoft Developer Network (MSDN) Academic Alliance Program.

As a benefit of the MSDN Academic Alliance membership, the College of Management faculty, staff and students can obtain software development tools such as Microsoft Visio, Visual Studio, and FoxPro at no cost for use in all of their College of Management course-related academic activities. For further information contact Wenping Bo wp_bo@ltu.edu or 248.204.3075.

**Help Desk Newsletter**

The monthly help desk newsletters can now be found at www.ltu.edu/computer_center/newsletters.asp. Copies of this newsletter with active hyperlinks are available at www.ltu.edu/management/_newsletter.asp

Send questions, ideas, or requests to be deleted from this communication to: cemmons@ltu.edu