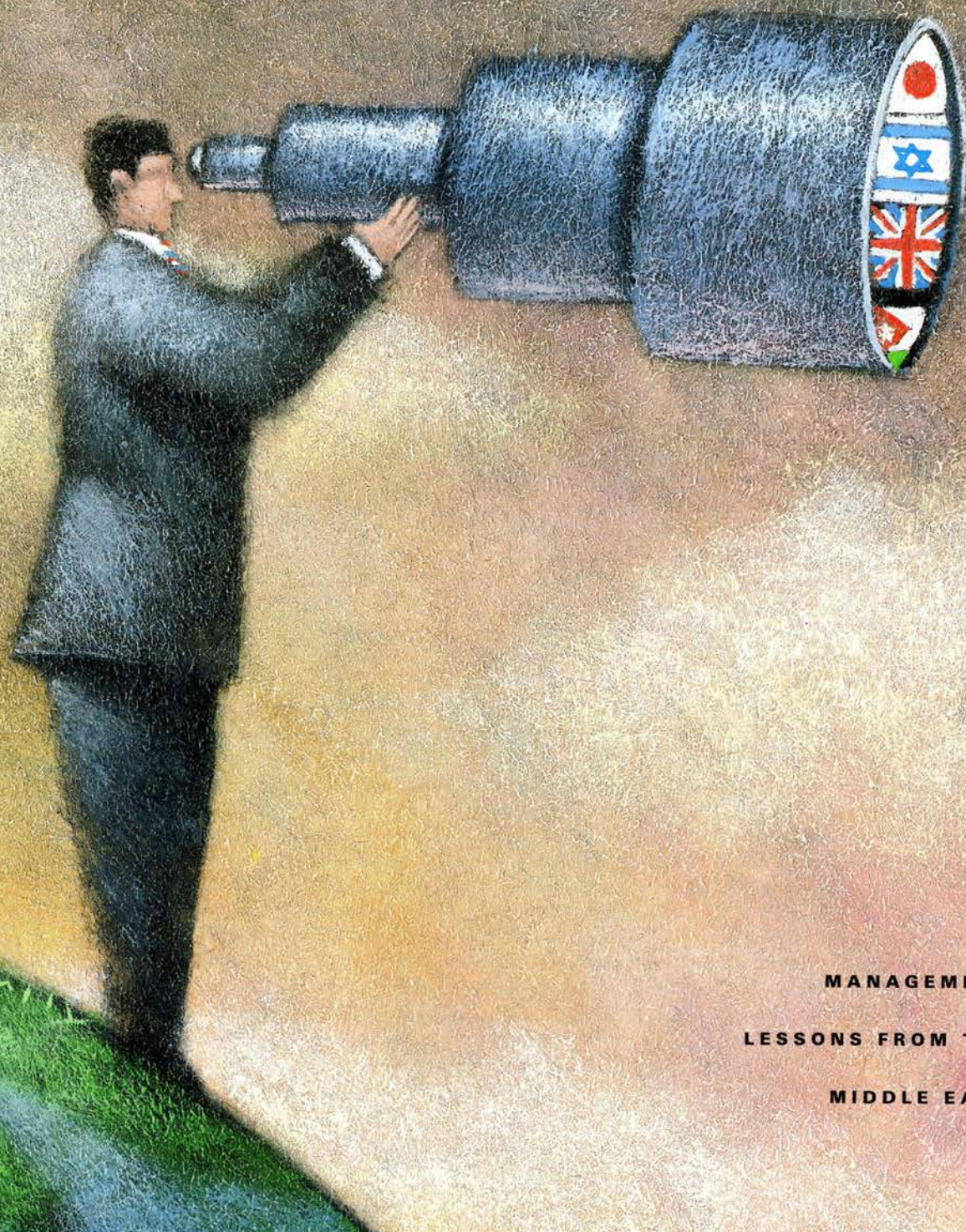


EXCHANGE

FALL 1993
THE J. WILLARD
AND ALICE S.
MARRIOTT SCHOOL
OF MANAGEMENT
BRIGHAM YOUNG
UNIVERSITY



MANAGEMENT
LESSONS FROM THE
MIDDLE EAST

...From the Dean

I mentioned in last fall's *Exchange* that four elements are necessary for an outstanding management education: well-prepared students, qualified faculty, strong external support groups, and carefully developed programs. Of these, none is more important than timely programs.

Continuous program improvement has been an MSM strategic planning goal for many years. Its pursuit by support groups and MSM committees has paid rich dividends in strengthening and moving our programs forward. Included are: the undergraduate program, the graduate core, the international emphasis, and the entrepreneurship and retail emphases.

Undergraduate Programs

Back in the 1980s, members of the Undergraduate Policy Committee met with MSM faculty to propose organizational changes. The first adopted proposal limited enrollment to 700 admissions per year to guarantee higher quality education for MSM graduates.

Following that, a minor in management was introduced in the fall of 1990, offering management basics to students majoring in other disciplines.

The committee next proposed offering just two degrees: a bachelor's degree in management and a bachelor's degree in accountancy and information systems. Students could emphasize marketing, finance, communication, human resources, audit, tax, etc., but resources would be concentrated to strengthen the two degree offerings. Concurrently, the MSM developed an undergraduate core that strengthened student understanding of basic management elements.

Recognizing that undergraduate study should broaden a student's education, the committee later introduced Management 100 (later evolving into 101-104). This is a readings class introducing such works as *Les Miserables*, *American Caesar*, *Crime and Punishment*, *From Beirut to Jerusalem*, *Pride and Prejudice*, *Breadgivers*, and *The Discoverers*. Approximately 25 students meet with an assigned professor to discuss a selected book. The discussions con-

sider leadership skills, interpersonal relationships, management techniques, etc. This class must be taken four times, requiring reading and discussion of four broadening, nonbusiness books.

The continuous review policy has brought a new vitality and challenge to the undergraduate program.

Graduate Core

Still in developmental stages, the MSM graduate core is being integrated into the professional programs. This



K. Fred Skousen

Dean, Marriott School of Management

process began in 1991, integrating courses such as finance, marketing, organizational behavior, and communication. Case studies are discussed from various perspectives—accountants see how analysts look at management questions while organizational behaviorists integrate human factors into the equation. The integration of disciplines is requiring careful consideration and thought as students are given a broader picture of management needs and concerns.

International Emphasis

Over the years it has become very apparent that both Brigham Young University in general and the Marriott School in particular offer a relatively untapped resource to international organizations. That resource lies in the language capability of a high percentage of students and faculty. Not only do approximately 85 percent of MBA students have a second language, many have a third and some a fourth language. This capacity is replicated in the other graduate programs. With the language ability come understanding and respect for a non-American culture.

This strong language/culture background supports our new international management program, housed in the Center for International Business Education and Research. The center funds curriculum development, student support, travel and research, and visiting professors such as Dr. Andrei Markov of Moscow State, who has taught courses winter semester for three years. The center focuses Marriott School efforts toward becoming a major force in international management education.

Entrepreneurship and Retail Emphases

During the past decade, members of the Entrepreneur Founders have built a financial base that has supported extensive curriculum development, research, and student participation. The latest program addition is the Management Field Studies class, in which a team of students and faculty is matched with a company needing solutions to management questions. The team divides its time between the classroom and the business. In the end, the company benefits from student/faculty expertise and students gain hands-on problem-solving experience.

The Entrepreneur Lecture Series continues to be an important offering where students can learn from men and women who are meeting the challenge of running their own businesses. The Entrepreneur Founders sponsor the series and provide lecturers who share expertise and direction. The program continues to expand and is a bright spot in the MSM's academic spectrum.

Retailing

Continuing to provide exceptional academic preparation is our retailing curriculum. Under supervision of the Skaggs Institute of Retail Management, this program is nationally recognized for quality graduates and for its sponsored research. Program support comes from major retailers throughout the country.

Summary

Developing such strong programs is vital to Marriott School success. Along with a strong basic management education, these programs prepare graduates with exceptional understanding and skill. As a result, our graduates are entering the marketplace and making important professional contributions. ■

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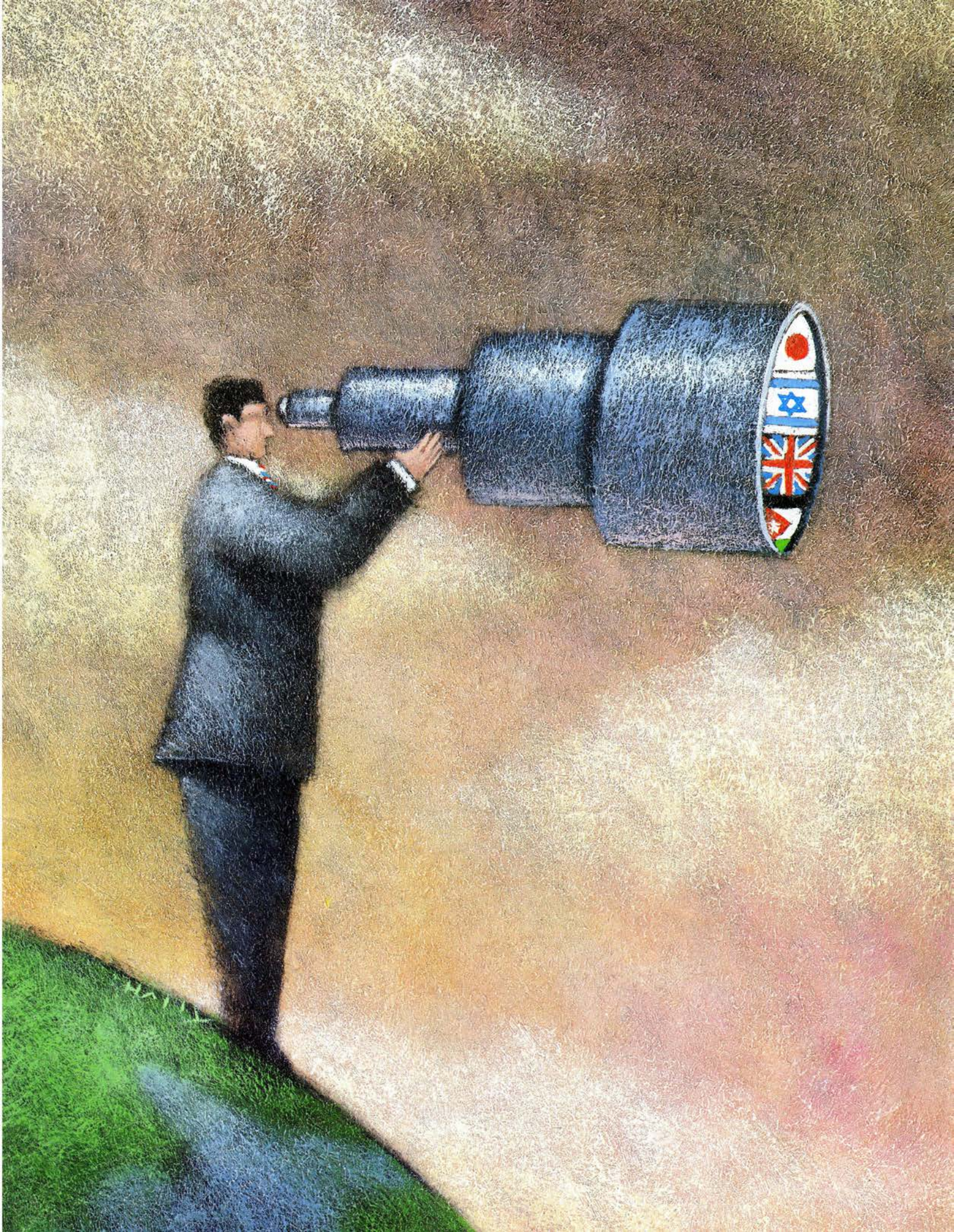
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MANAGEMENT

to competently manage global businesses. In fact, international management is one of three special focus areas in the Marriott School of Management. To develop this cross-cultural familiarity and flexibility, it is imperative that we study management culture worldwide. ■ During the 1989–90 school year, I was a visiting professor at BYU's Jerusalem Center for Near Eastern Studies, where I was involved in cross-cultural research on management practice in Israel, the West Bank, and Gaza, and to a lesser degree in Jordan and Egypt. As part of this project, I also conducted management development programs for Palestinian and

Israeli organizations. I have since revisited the Middle East several times, working with various groups, including the PLO, on management development techniques and peace negotiation strategies.¹

WHAT MIGHT WE LEARN FROM THE MIDDLE EAST?

Some might wonder what relevant lessons Arab culture—the family, army, business, or bazaar—could have for the contemporary manager. What significant management theory, leadership style, or economic

FROM THE

readily apparent, these cultures that evolved from the desert might teach us several subtle concepts—lessons that could loom large for a thoughtful manager. While the lessons may not be as useful to a manager primarily seeking short-run advantage or a quick quarterly turnaround, they might be very important to one building austere and effective organizations over the longer term. ■ I frame my Middle East lessons using the criteria and process of organizational decision making. These criteria reflect

J. Bonner Ritchie

Marriott School of Management

Brigham Young University

A common theme these days in both business organizations and business schools addresses the skills and sensitivity required

LESSONS

lessons could be learned from observing a world seemingly so far away and so different? ■ While the answers may not be

MIDDLE EAST

metaphors and values underlying such pivotal cultural concepts as territory, time, relationships, and change.

Arab culture has survived four millennia in a place where water is measured in thimbles, time is measured in generations, and success is measured in relationships. The unforgiving desert has produced a culture that can teach those of us who grew up in a short-term, throw-away society how to be more austere, to survive in hard times, and to change when needed, even if it requires generations of time to do so.

I will share six scenarios from my experience in dealing with a variety of Palestinian, Jordanian, and Israeli organizations. I recognize that each of these accounts describes my interaction with a specific set of individuals. Therefore, I do not imply that everyone would have the same experience or would interpret it the same way.

At the most basic level, I feel that learning how other cultures conduct their business affairs not only helps us gain interesting general information but also helps us better understand our own culture and practice. Further, such understanding is critical to conducting business with people in this culture or when we travel among them.

On a higher level, others have developed and refined principles that might make us more effective if we could appropriately incorporate them in our culture. To do so, of course, requires careful, open-minded inquiry. In addition, most of us could benefit from relaxing some of our traditional assumptions about behavior of other cultures as well as our own.

The Power of Metaphor

As part of my efforts to understand management practice in the Middle East, I have interviewed Arabs and Israelis in many different roles. One comparison of different responses to the same question seems especially poignant. When interviewing an Israeli Army officer, I asked about his vision of the Israeli Defense Forces' role. He said, "God is on our side, but if we don't win it's because we weren't ready." In my opinion, this is an ultimate statement of individual responsibility. When it is your job to be prepared to do God's work, the incentive is simple and the duty compelling.

Subsequently, I interviewed a Jordanian Army officer who responded to a similar question regarding his role: "God is on our side, but if we don't win it's because God wasn't ready." Again, when one is doing God's work, with a duty of submission to God (the literal meaning of Islam), the imperative is very different. One should be patient and wait for

God's time. Therefore, a "failed mission" can be explained in terms of divine providence. God may be testing or preparing people for more important future encounters. And those who suffer or die in the campaign will be blessed.

These two individuals draw from their cultures a similar premise about the importance of doing God's work, but they reflect two very different views of life and death, organizational motivation, and evaluation. Personal and organizational survival may depend on the appropriateness of such metaphors. As I reflected on these metaphoric insights, I wondered how many other significant perspectives I had missed in my cross-cultural interactions.

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in relationships.

How Much Is That Brass Vase Really Worth?

One day as I walked through the Muslim Quarter of the Old City of Jerusalem, I stopped to examine an attractive brass vase. When I asked the shopkeeper the price he said, "70 shekels" (about \$35). "Too much," I said and prepared to leave. He immediately and insistently asked how much I would offer. I replied, "I don't know." Assuming I had ended the relationship, I continued out the door. The shopkeeper followed me and suggested a price of 60 shekels. I paused, becoming slightly intrigued with the game, and said, "25." The friendly and aggressive merchant said, "40 shekels." I thought that amount (about \$20) seemed like a reasonable price, but made one more counter offer of 30. He said, "35," and I said, "OK." I bought a nice brass vase for about \$17.50 and was pleased with the purchase.

The important part of the story, however, was the ensuing discussion with the shopkeeper. He correctly observed that I did not seem to enjoy the bargaining process. When I said I was accustomed to a fixed price in my

purchase decisions, he indicated that this was an inferior way to do business. He had lived in America and knew that we did not buy cars, homes, land, or businesses on a fixed-price basis, "so why other items?" I implied that it seemed easier and more equitable to have a posted price. The merchant said one price was not fair; it imposed a rigid and unequitable burden on both the seller and the buyer. He said that by bargaining, Allah would see to it that the parties would arrive at the *fair price* for their particular circumstances. For different parties, the fair price might be higher or lower. He informed me that some customers had paid more and others less for the same vase. He stated that "those who paid less did not get a *better deal* (I clearly assumed that they did!); rather, they arrived at the appropriate price for that transaction.

In my cynical analysis, I suggested that this was just a mechanism to *rip off* as many naive foreigners as possible with an inflated price. He acknowledged my position and informed me that I was a good example of Western rational thinking. We then parted as friends. While retaining some of my suspicion regarding the true motives of local shopkeepers, I subsequently observed many transactions that did not involve naive tourists; and this method of price negotiation seemed to be readily accepted and very effective for local Palestinians.

Know the Territory

Some of the lessons I learned in the Middle East were a little more personal than I had planned. Early in my Jerusalem stay, I had an encounter driving a car with a yellow Israeli license plate in a Palestinian village. One evening, after a day of interviewing managers in Tel Aviv, I was returning the university car to the BYU Jerusalem Center. I had dropped my wife and son off at our home and was intending to drive the car to the center (about one and one-half miles on the other side of Hebrew University) and walk back home. Instead of driving around the normal route on the west side of Hebrew University, I decided to be adventurous and drive around the east side.

I had previously noticed a little Arab village (Issawiya) along that route but gave it little thought. Issawiya had been one of the centers of the Palestinian *intifada* (the rock-throwing uprising that started about four years ago). As I drove along the edge of the village, a car pulled out in front of me and stopped, blocking the narrow road. I had only been in Jerusalem a short time and did not yet have my cultural eyes sensitized. However, I did notice some kids on the side of the road who didn't seem particularly friendly. They were holding large rocks above their heads, looking suspiciously like they were going to heave them in my direction. I had a problem getting the manual transmission in reverse, and by the time I was able to back up, the rocks started flying. One came through the driver's-side window, burying several pieces of glass in my left arm and ear. Finally, I was able to drive out of the situation and return home. My wife determined my injury required medical attention, so we went to a hospital where the glass was removed.

Thus ended an interesting encounter, but the learning process was just beginning. The leader of the village, Ahmed Issawi, was one of the subjects in a series of studies of Israeli and Palestinian personalities written by John and Janet Wallach (*Still Small Voices*). This book attempts to capture the human dimension of both sides of the Israeli-Palestinian conflict. Wallach's perspective is especially interesting at this time of Mid-East peace negotiations, because some of their subjects are important parties in the process. I learned an important lesson from the book and later from personal discussions with village residents. The lesson had to do with the significance—indeed, sacredness—of the land. The issue was not *me*; it was the car with the yellow license plates (West Bank Palestinian cars have blue plates)—a symbol of oppressor property on their land, which as the village chief later explained, “deserved to be destroyed.”

The significance of the land is illustrated by the following story told by the leader of the village:

My grandfather Mohammed goes to heaven and God asks him if he was a worthy servant. The judgment criterion is how well Mohammed cared for the land. If he was a good steward, he would take good care of the land and pass it on to his son, Ali, and so on for successive generations.

When I go to heaven, I will say I cared for the land and tried to give it to my son, but the government took it away. But I will not be crestfallen; my head will still be raised. But if I said I sold it to the Jews for a lot of money, I would be condemned.

You must understand the sacredness of our land. These symbols of our values are important, and we will fight to defend them.

One of the most significant lessons learned from this and many other Middle East experiences is to know the territory. This goes far beyond haggling over maps and boundaries, land, and geography. *Place* has significant symbolic value in all cultures and organizations, but it is often not understood, valued, or appreciated by those observing it or attempting to conduct business there. If we understand such symbols, we start to understand both their culture and our own.

The Family Box

A cultural criterion of decision making in a Palestinian family came from my attempt to help a Palestinian student enter a BYU graduate program. In doing so, I learned something about family resources, time, and commitment. BYU wanted to admit the student, but as with all international applications a verification of financial resources was required. Applicants must demonstrate the ability to support themselves financially throughout their entire program. I did not see an easy way to satisfy this requirement within the time constraints. The applicant said, “What if I bring all the money in and deposit it with the BYU Jerusalem Center?” I asked how he could get that much money by tomorrow afternoon. He just said he would be back at 2 p.m. tomorrow. It was very intriguing to me when he showed up at the appointed time and counted out \$8,000 in U.S. currency to deposit as evidence of his ability to support himself through the two-year program. The funds were deposited, and the requirement was satisfied. Where did he get the money? From the *family box*.

Many Palestinian families have a box—literal or figurative—where family members put money for future needs. (These funds are usually not credited to an individual—they become community/family property.) With the strong network of extended families, many individuals may put in money for use by other members in a time of need. A decision-making family council decides how to use the funds. In this case, graduate education was clearly a justified use of the funds and the money was made immediately available. The whole process took one evening. As a curious observer, I impolitely asked other Palestinians how much money might be in a family box. The answers varied from a modest amount

to many times the average annual income of a U.S. worker. This story would be very different in poor, underdeveloped Middle-Eastern areas, but it is not uncommon among Palestinian communities. (The Palestinians, it should be noted, have the highest education levels in Arab society.)

Relationships: Resources and Constraints?

Another illustration of different decision-making processes came from an interview with a Palestinian manager. I asked about the future plans of this successful entrepreneur. He stated that he needed to hire some additional professional staff, but he couldn't do it at the present time. I assumed that either funds, qualified people, or facilities were not currently available. He informed me that he knew which people he wanted to hire, that they were willing to work for him, and that money and facilities were not a problem. So I asked, "Why not act now?" The answer was very telling. He said his father was in Chicago and wouldn't return for another month.

I assumed that the manager's father must be a corporate officer who had approval power over the appointment; but I was wrong. The father was a craftsman and knew nothing about the business his son was operating. Instead, it would be unacceptable for the prospective employee to accept the job offer until the employee's father and the manager's father sat down and discussed the matter. The employment action required approval of both families to ensure that no harm would be done to the family or the *tribe*.

Palestinian society invites us to understand the process, the actors, and the order in which decisions are made.

The Roots of Change

In November 1992, I visited Tunis and met with Yassir Arafat and the PLO leadership. In exploring ways to reframe the Mid-East peace negotiations, I was impressed with the creative energy directed toward the goal of peace. The past rhetoric of conflict was gone. Many PLO officials said that such discussions of negotiation, compromise, and peace agreements would have been unacceptable just a few years ago; now it is unacceptable *not* to talk and act that way.

It is encouraging to see movement away from the past practice of Palestinians labeling themselves as victims. This understandable identity resulted from the creation of the State of Israel on "their land" and from the brutal reality of the thousands of refugees displaced by many Arab-Israeli wars. A similar *victim* attitude also characterized Jewish culture as they reacted to the tragedy of the holocaust. Clearly, this syndrome on both sides was a major barrier to a rational approach to peace.

The issue is not peace at any price, however. It must be an honest and just peace. Some would argue that this position is just a facade to impress the world or to obtain concessions from Israel or the United States. And while many individuals on different sides might be seen as continuing the conflict in order to maintain their particular position and power, I see much evidence of a genuine (even if not universal) desire for peace. I also see many new and prag-

matic people in important positions who are committed to achieving this goal.

Personal issues are always relevant regarding a propensity for change. Arafat's near-fatal plane crash in the Libyan desert last year and his recent marriage are significant and powerful forces for change. In the plane crash he changed seats just prior to crashing—the vacated seat was destroyed. The seat he moved to was safe. His interpretation of this event leads him to believe that he has a higher purpose to achieve.

On a little different issue, Arafat would have said in the past that he was married to the PLO—now he is married to Suha. The moderating shift in perspective is part of a larger process wherein we all are influenced by forces that are not planned or obvious.

One of the most emotional and telling discussions had to do with children. "So many generations of children growing up in such a violent world; it must stop," said a tired and reflective warrior. The costs of the institutionalized conflict are too high. Arafat has changed; the PLO has changed; and the revised structure, policy, people, and behavior suggest it is time for serious work on peace.

Conclusion

Decision making is never easy. But as we gain insights regarding how other cultures perform this critical activity, we may understand how we can improve our own effectiveness. Change, also, is not easy for the Arab, or the Israeli, or for the Westerner. But Arab culture teaches that change may come slowly. Like the wind over the desert, the surface is ever moving, even if imperceptibly. Perhaps this is a more realistic perspective than we in the West have learned. Often we count superficial changes as real change. Perhaps if we focused more on the long term, we would learn to build organizations that endure beyond a generation.

My experience from living in Jerusalem is one of profound change in my attitudes and in my appreciation of other people. I have learned once more that people can and do change. When they do, organizations change also. When organizations change, so does the world. It may not be rapid by some standards, but by the standards of the desert it may be very fast.

Does Arab culture teach us something of how to build these organizations? Do we, or should we, place greater value on *relationships* when compared to *things*? And, how do we assess the value of those *things*? Do we accept an imposed criterion or measurement without personal analysis? Do we understand the symbols that are important to other cultures? And in the larger arena of relationships, do we truly *honor* the relationship between the individual and God, between parent and child, between friends, and between people and the land?

What lessons can each of us learn from the Middle East? ☐

Endnote

¹ I would like to acknowledge support for this project from the David M. Kennedy Center for International Studies and from the Marriott School of Management.

A C A S E I N P O I N T

Beginning with this issue of *Exchange* magazine, a challenging management situation will be featured in each issue. Readers are invited to write a brief case solution to the magazine editorial staff, so that selected responses can be published in the next issue of the magazine. This will help us make the magazine more interactive, as we share with all our readers how you would solve a given management problem and why.

Your First Case

You are a well-respected manager in a visible, publicly held corporation. Recently you were assigned to a three-member team responsible to research public interest issues that the CEO of your firm must deal with as a member of a governor's task force. The other two members of your team, like yourself, have solid business school backgrounds and good performance records since joining the company. Fortunately, despite the obvious potential competition between you, the three of you are quite compatible. So far, you have demonstrated an ability to work well as a team.

Now, however, a problem has developed. In the course of putting together biographical files on the three of you, a staff secretary has uncovered evidence suggesting that the academic credentials of one of your colleagues are falsified. Her reason for compiling the biographical information was to respond to a news media request for it. (To increase public visibility for his task force, the governor has convinced a local daily newspaper to run weekly "spotlights" on its members and their support staffs.) The secretary—who is relatively new and inexperienced—has now shared her findings with you and asked you to take care of it. The secretary's documentation of the discrepancies is very thorough, and there appears to be no recourse but

for you to notify the CEO that one of your two teammates did not achieve the prestigious business school recognition that has claimed.

As you consider how to approach the CEO, you realize there is a great deal of personal risk in making such an accusation. Clearly, exposing the falsification now may save the company—as well as the CEO and possibly even the governor—from possible future public embarrassment if your colleague's embellished credentials are published, then challenged. However, there is the very real risk of your being seen as one whose only concern is getting ahead, whatever the cost to other people. You have the alternative to leave the firm, of course, but you know you'll have trouble finding a job with the kind of pay you're enjoying.

Uncertain what is the best course of action to take, you decide to take a former boss within the company into your confidence. Earlier today you shared your dilemma with him and asked his advice. "Just keep it to yourself" was his counsel. "The chances of it ever being a public issue are remote," he observed, "so don't mention it to anyone and tell the secretary to do the same. If you expose the other guy, everybody in the company who hears about it will say you did it out of personal ambition. Then you'll get branded as a back-stabber, and your career will be over around here anyway."

What would you do?

Please explain in 125 words or less how you would handle this situation and why. Send your response to *Exchange* Magazine "Case Solution," Marriott School of Management, 588 Tanner Building, Brigham Young University, Provo, UT 84602. E

Class Notes

1988 Graduate Receives Professional Certification

A. Dale Jolley, 1988 BYU graduate and medical representative for Syntex Labs since 1990, has earned the professional designation of CMR (Certified Medical Representative).

CMR status requires a two-and-a-half-year home study program directly relating to career functions of drug manufacturers' representatives. It equals some 600 college lecture hours.

Jolley holds a business management BS degree with an accounting/economics minor. He resides in Idaho Falls, Idaho, with his wife, Corene.

Outstanding Alumni

This past year several MSM alumni advanced to prominent positions. Among those receiving new professional assignments are:

Veldon Rawlins ('63 BS), president of Memphis State University.

Warren Calvin Jensen ('81 MAcc), Sr. VP and CFO of NBC.

Bill Benac ('73 MBA), treasurer of Electronic Data Systems.

Richard Condie ('77 MBA), president and CEO of Brach Van Houten Holding, Inc.

Ralph Severson became a partner at Goldman Sachs.

They join numerous fellow alumni in highly visible positions.

1984 MBA Graduate Advances

Jeffrey C. Hoopes ('84 MBA), accepted appointment as vice-president of Swinerton & Walberg's Southern California building, entertainment, and interiors division. After graduation, Hoopes began as Swinerton & Walberg construction manager at their San Francisco corporate headquarters. While there he managed projects such as the 300,000-square-foot production facility for Hewlett-Packard in Roseville.

As part of his duties Hoopes oversees a staff of several hundred and \$150 million in commercial building and interior projects. He and his wife and three sons reside in Agoura Hills, CA. E





T H E P E R S O N A L M A N A G E M E N T I N T E R V I E W K E Y T O E F F E C T I V E C O M M U N I C A T I O N

A

VITAL KEY TO AN ORGANIZATION'S MANAGEMENT EFFECTIVENESS *is the ability of its*

managers and supervisors to communicate effectively with their subordinates and to monitor delegated responsibilities. Because an organization's workers represent the most critical of all assets, the importance of manager-subordinate communication and relationships cannot be overstated. Yet issues concerning finance, strategy, marketing, and operations often take center stage, resulting in insufficient attention to the critical one-on-one relations that can make or break an organization. ■ To help improve management communication effectiveness, I have applied and tested what I call a personal management interview (PMI) in numerous religious and secular organizations.¹ Findings support the notion that these interviews are effective in improving communication, resolving concerns, increasing accountability, and empowering people to fulfill their responsibilities (Boss, 1983; Boss 1985; Boss, 1989; Boss, 1993).

■ *This article describes PMI testing results from five medical centers, describes the general results from implementing it in a variety of organizations in the public and private sectors, and suggests ways to conduct these interviews successfully.*

R. Wayne Boss

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Graduate

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Campus

Illustration by

Carolyn Fisher

PERSONAL MANAGEMENT INTERVIEW The Personal Management Interview is a regular, one-on-one meeting between a supervisor or leader and those who report to him or her. Its major objectives are to increase effective communication, to resolve problems, to increase accountability, and to empower people to fulfill their responsibilities. ■ A number of agenda items typically make up the central part of a PMI. The first few minutes of each meeting are spent in following up on action items generated during the previous session. Where assignments have not been completed, detailed plans are made to ensure their completion before the next meeting. Although the format for the remainder of the interview varies according to the need, each interview consistently includes the following:

Table 1. Demographic Information of Five Hospitals Participating in PMI Study

Organization	#Beds	Denominational	For Profit	Location	# Employees
1	400	Yes	No	Southwestern U.S.	2,000
2	575	No	No	Western U.S.	2,200
3	430	No	Yes	Southern U.S.	1,500
4	400	No	Yes	Eastern U.S.	1,400
5	120	Yes	No	Northernwestern U.S.	600

- Discussion and, where possible, resolution of administrative and organizational problems.
- Training people in administrative and management skills.
- Resolution of interpersonal problems between the parties.
- Information sharing in order to bring both parties up to date on what is happening in the organization, including successes.
- Identification of individual and organizational needs.
- Discussion of personal problems, as it seems appropriate.

The last item on the agenda of each PMI is a review of the action items generated during the meeting. This summary ensures that all parties clearly understand their assignments and guarantees the accuracy of the documentation (made either by the supervisor or the subordinate or by a secretary assigned to this task), which is given to both parties at the conclusion of the interview.

PMIs are significantly different from the typical MBO performance appraisal sessions and other supervisor-employee meetings in at least three areas. First, PMIs are held frequently—every two weeks—rather than on a quarterly, semiannual, or annual basis. Second, the PMI format is expanded to include training subordinates in administrative and management skills; a discussion of personal, administrative, and organizational problems; and resolution of interpersonal issues between the manager and subordinate. Third, PMIs emphasize accountability and ensure follow-up on commitments (Boss, 1983, 72).

Study Design and Measurement

The PMI has been tested in many organizations, but this article gives details on studies involving five medical cen-

ters. Table 1 gives general information about these organizations. These five medical centers participated in two employee attitude surveys during a two- or three-year period. PMIs were introduced after the first survey, and the president, who in each case entirely supported the concept, immediately began holding biweekly PMIs with administrative council members. Within one month the vice presidents began holding PMIs with each of their department managers. Within 60 days the managers began meeting with their supervisors; and 90 days after the first employee survey, the supervisors were asked to begin holding biweekly PMIs. The supervisors and employees who chose not to hold PMIs served as the control group for this study.² The second attitude survey was administered at the end of the two- or three-year period.

The two groups' pretest scores were analyzed to ensure that any posttest differences would not be simply a carry-over of variations between the groups prior to the experiment. To test for this possibility, pretest responses were analyzed for both groups. Approximately 10 percent of the scores evidenced statistically significant differences on the pretest measures, and those scores were split almost evenly between the two groups. The remaining scores resulted in no statistically significant differences between groups.

The standard instruments used in both surveys included Likert's Profile of Organizational and Performance Characteristics (Likert Profile), Friedlander's Group Behavior Inventory (GBI), and Maslach's Burnout Inventory (MBI). The Likert Profile (Likert, 1967) measures organizational climate along six dimensions: leadership, motivation, communication, decision making, goal setting, and control processes. The GBI

(Friedlander, 1968) assesses group performance and group interaction, based on the following variables: group effectiveness, leader approachability, mutual influence, personal involvement and participation, intragroup trust, and worth of meetings. The MBI (Maslach & Jackson, 1982) measures the interrelationships of three scales—personal accomplishment, depersonalization, and emotional exhaustion—from which eight phases of psychological burnout can be calculated (Phases 1–3=Low Burnout; Phases 4–5=Moderate Burnout; Phases 6–8=Advanced, Acute Burnout).

The second survey provided the following numbers of usable responses in the PMI and No-PMI groups: 3,122 (PMI=1,329; No-PMI=1,793) on the Likert Profile and the GBI and 2,837 (PMI=1,207; No-PMI=1,630) on the MBI. The unit of analysis was each respondent's department, and all data were analyzed via pooled variance t-test.

Results From Implementing PMIs

Figure 1 shows the combined Likert Profile results for employees who held regular PMIs with their supervisors and those who did not.³ Those who met with their supervisors in regular PMIs scored higher on the Likert Profile than their counterparts, and in each case the differences between the two sets of scores are statistically significant. These results suggest that people who participate in regular PMIs experience a healthier organizational climate than those who do not.

Figure 2 shows the combined GBI scores for those who did and did not hold regular PMIs. The responses are similar to those in Figure 1: Employees who met with their supervisors in regular PMIs reported higher scores than those who held no PMIs, and the differ-

(continued on page 23)

UPDATE

Administrative Changes

BYU President Rex E. Lee announced on June 21 that **Alan L. Wilkins**, chair of the Department of Organizational



Alan L. Wilkins

Behavior, will join the university administration as associate academic vice president.

Professor Wilkins is BYU's Wheatley Professor for Integrity in Free Enterprise. He received a bachelor's degree and MBA from BYU and a doctorate from Stanford University. He joined the BYU faculty in 1978.

An accomplished teacher and researcher, Professor Wilkins is the author of several peer-reviewed journal articles and the book *Developing Corporate Character: How to Successfully Change an Organization Without Destroying It*. In addition, he has consulted for several major companies including Evans and Sutherland, Hewlett-Packard, Frito-Lay, Kimberly-Clark, Rockwell International, American

Express, and Ford Motor Company.

Because of the extent of his new responsibilities, Professor Wilkins will step down as chair of the Organizational Behavior Department. Taking over as OB chair will be professor **W. Gibb Dyer, Jr.**, according to a July 19, 1993, announcement. Dr. Dyer received BS and MBA degrees from BYU and a PhD in management philosophy from the Massachusetts Institute of Technology. He joined BYU in 1984 as an associate professor of organizational behavior.

Many of Dr. Dyer's articles and books have been widely published. His writings have focused on family business, entrepreneurship, organizational cultures, and management of organizational change. His most recent book is entitled *The Entrepreneurial Experience: Confronting Career Dilemmas of the Start-Up Executive* (Jossey-Bass, 1992). He also authored the award-winning book *Cultural Change in Family Firms: Anticipating and Managing Business and Family Transition* (Jossey-Bass, 1986) and co-authored *Managing by the Numbers: Absentee Owners and the Decline of American Industry* (Addison-Wesley, 1988).

Dyer received the 1990 Leavy Award for Excellence in Private Enterprise Education from the Freedoms

Foundation at Valley Forge. He and his wife, Theresa, are the parents of seven children.

Gilbert M. Bertelson is the new director of marketing/program administrator for the Executive MBA Program.

A retired U.S. Air Force lieutenant colonel, Bertelson most recently served as commander of the BYU Air Force Reserve Officer Training Corps (ROTC).

With more than 20 years in the Air Force, Bertelson is a highly decorated officer, having served as an F-111 pilot in South Korea, a flight instructor, and an SR-71 pilot on classified and sensitive reconnaissance missions. He served as chief of the Joint Reconnaissance Center under the commander in chief, United States Pacific Command, and later as director of reconnaissance at the headquarters of the 15th Air Force Strategic Air Command.

Bertelson's educational background includes a bachelor's degree from the University of Utah, a master's degree in public administration from Golden Gate University, and completion of numerous Air Force management training programs.

A Salt Lake City native and University of Utah graduate, Lieutenant Colonel **Joseph L. Allred** succeeds LTC Paul M. Searle as chair of the Department of Military Science. Allred was commissioned through the Army

Reserve Officers' Training Corps (ROTC) as a field artillery officer.

Most recently Allred served as commander, 528th United States Army Artillery Group, Republic of Turkey. He also served as battery commander, 2nd Battalion, 34th Field Artillery, Fort Sill, Oklahoma. He served as a staff operations officer with III Corps Artillery, Fort Sill, and as executive officer of a



Joseph L. Allred

105mm artillery battery, Fort Huachuca, Arizona.

Colonel Allred holds a master's degree in journalism from the University of Utah and has served in the Army's Training with Industry program with the *Arizona Republic* and *Phoenix Gazette* newspapers, Phoenix, Arizona.

Colonel Allred and his wife, BYU graduate Kathleen Noble of Glendale, California, are the parents of eight children.

Early this spring **Colonel Robert M. Atkinson**

accepted an appointment as head of BYU's Air Force ROTC. Previous assignments include program director for Air Base Decision Systems, Electronic Systems Division; and for Air Force Systems Command, Hanscom Air Force Base in Massachusetts. He also has directed ESD's integrated weapon system management efforts for the Scope Command Program.

Atkinson, originally from Salt Lake City, received bachelor's and master's degrees in French from the University of Utah. He was commissioned as a distinguished graduate of the Air Force Reserve Officers' Training Corps in June 1969. Atkinson was promoted to colonel in 1991. He and his wife, the former Margaret Martin of Salt Lake City, are parents of nine children.

Faculty Awards

Dean Skousen presented this year's faculty awards at the Marriott School's Outstanding Faculty Award Dinner, held February 17, 1993.

Outstanding Faculty Award

David Kirkwood Hart is 1992-93 recipient of the MSM Outstanding Faculty Award. The award was established in 1972 to honor faculty members who have distinguished themselves through professional service, publication, teaching, research, and/or administration.

Professor Hart graduated from BYU in 1957 with a bachelor's degree in political science. After military service, he took his new bride, Emily Winther, to Berkeley, where he pursued a PhD in political science. In 1960,

with his course work complete, he returned to BYU to fill a sudden faculty vacancy. Three years later he returned to complete his PhD in government at the Claremont Graduate School, graduating in 1965.

In 1968, after another year at BYU and two years at San Francisco State, Kirk joined the School of Business Administration at the University of Washington, Seattle, where he taught courses in business ethics.

In 1983 Professor Hart returned to BYU, teaching organizational ethics in the School of Management. Currently the J. Fish Smith Professor of Free Enterprise Studies, Professor Hart is an active author, lecturer, and consultant.

In May, Professor Hart received the Distinguished Alumnus Award of Claremont Graduate School, the equivalent of an honorary PhD.

Kirk and his wife, Emily, are the parents of three daughters and a son. Emily is MSM director of Alumni Relations.

MSM Citizenship Award

Dr. Dale H. Taylor received the 1992-93 MSM Citizenship Award. Professor Taylor retired September 1, 1992, after 28 years with the Marriott School of Management and its School of Accountancy and Information Systems. Dale, originally from Provo, served in the Army Air Corps and received his BA and MA from BYU. He completed his PhD at Northwestern University. Then in 1963, he left the Chicago area to teach at BYU as an assistant professor of accounting and economics.

During his years at BYU, Dale was influential in chart-

ing new directions for the College of Business and the School of Accountancy. While chairing the college steering committee, he helped initiate the Graduate School of Management, which administered master's programs in accounting, business administration, organizational behavior, and public administration.

As coordinator of the Master of Accountancy Program, Dale was responsible for important innovations in accounting education. His service included chairing committees on specialization, long-range planning, charter and by-laws, and board-of-directors' memberships. More recently, he coordinated data collection for the MSM's AACSB accreditation report.

Dale and his wife, Ada, have four children, all of whom report having continued to benefit from their father's expertise since his retirement.

MSM Research Award

The MSM Research Award was presented to **James V. Hansen**. A member of the School of Accountancy and Information Systems faculty, Professor Hansen has been teaching in the Marriott School since 1982. He completed his PhD in computer and information systems at the Graduate School of Business Administration, University of Washington, Seattle, where he held a NDEA Fellowship. He has taught at Indiana University and the University of Washington.

Jim's research not only enhances his classroom presentations but also has brought him international recognition. He serves as a reviewer for 13 professional publications and organiza-

tions, including the *European Journal of Operational Research*, the *Journal of Computer and Information Sciences* and the National Science Foundation. Jim's research has led to many professional presentations and to numerous published articles.

Jim and his wife, Lynne, are the parents of four children. Lynne is a manager of special events catering for BYU.

Exxon Teaching Excellence Awards

The Exxon Teaching Excellence Awards were established in 1981-82 to recognize outstanding Marriott School faculty members' teaching efforts. For 1992-93, the recipients are professors Gary Carlson and Devern J. Perry.

Gary Carlson, a professor of information systems, received his PhD in industrial psychology (UCLA '62) with an emphasis in research, statistics, mathematics, business, and computers. He came to BYU in 1963 as director of Computer Services. In 1979 he established Computer Translation, Inc., a company that later merged with Management Systems Corporation. He returned to BYU's School of Management in 1985 and taught courses in information systems until his retirement earlier this year.

Gary and his wife, Barbara, are currently serving an LDS mission to Mongolia.

This past spring, **Devern J. Perry** completed his 30th year as an MSM faculty member. During his tenure at BYU, he has seen his department change names and structures five times. He received his bachelor's and master's degrees in business education from BYU and his

EdD in business education from the University of North Dakota in 1968.

Devern is the author of five titles for South-Western Publishing Company. His research interests include the vocabulary of business, the changing English language, and the grammar and structure of English. His real interest is teaching the MSM's undergraduate communications writing course. He particularly enjoys working one-on-one with students.

Married for 30 years, Devern and his wife, Connie, have four children (Julie, Michael, Bradly, and Amy) and two grandchildren.

Professor Cherrington Honored for Outstanding Teaching

For the past two years, G. Franklin Lewis, CEO of Wm. C. Brown Publishers Company and BYU alumnus has honored BYU professors for excellent teaching. The 1993 award recipients include professors in the College of Fine Arts, the College of Biology and Agriculture, and MSM professor, J. Owen Cherrington. The MSM award was presented by G. Franklin Lewis during a banquet held February 17, 1993.

Dr. Cherrington teaches accounting and information systems and serves as MSM information systems faculty director. He earned MBA and PhD degrees at the University of Minnesota. His publications include over 30 professionally recognized articles and four major college textbooks in introductory accounting, cost and managerial accounting, information systems, and CPA review.

Quality in teaching is a

high priority for Dr. Cherrington. He has previously been recognized for his outstanding teaching with the NAC Outstanding Faculty Award.

Phil Bryson Accepts Mission Call

Phillip J. Bryson, professor of managerial economics, has accepted a call to serve as an LDS mission president. He presides over the Prague Czech Mission, which covers both the Czech Republic and the Republic of Slovakia. Accompanying him are his wife, Pat, and two daughters, ages 12 and 16. Their three-year assignment began on July 1, 1993.

The Bryson's have lived in Germany on several different occasions while he conducted research and taught at German universities. Bryson, his wife, and children are fluent in German and have been studying Czech since learning of their call. As a young man, Bryson served an LDS mission to Berlin.

Dr. Gary Cornia Appointed to Chair Utah Tax Committee

MSM Associate Dean Gary Cornia is now chairing the Utah Governor's Tax Review Committee. He accepted the appointment in April 1993, and since then his "phone has been ringing off the hook" with calls from interest groups, lobbyists, and concerned citizens. Dr. Cornia wants to bring "rationality to state policy."

The committee reviews all Utah tax laws and recommends bill drafts to both the legislature and the governor. On the committee with Dr.

Cornia are state senators, representatives, and prominent businessmen.

During a 1983-86 BYU leave of absence, Dr. Cornia served on the Utah Tax Commission, which administers the state revenue system. He joined BYU in 1980 as a professor of public finance and continues as an MSM professor in the Institute of Public Management. He has been an associate dean since 1990. Dr. Cornia and his wife, Laurel, have 5 children.

Dean Skousen Appointed to Technologies Board

MSM Dean K. Fred Skousen now serves as one of 29 members of the Utah Information Technologies Association's board of trustees. With respect to the recent appointment, Dean Skousen said he feels "honored to have the opportunity to be associated with industry leaders," who also serve on the board.

The Utah Information Technologies Association (UITA) is a Utah not-for-profit corporation and industry trade association formed in February 1991. UITA represents and provides services to approximately 1,350 producers and sellers of computers, software, and/or telecommunications-related products or services headquartered or operating in Utah.

UITA enhances awareness of the information technologies industry's significance and value; attracts funding; provides and refers products and services; supports business creation, growth, and retention; and helps develop human resources for the industry.

Dean Skousen graduated from the BYU College of

Business in 1965 and subsequently received master's and doctoral degrees from the University of Illinois. Since 1970 he has served BYU as a faculty member, founding director of the BYU School of Accountancy (1976-1984), and currently as dean of the Marriott School of Management. He and his wife, Julie, have six children.

Two Achieve Full Professor Status

In April 1993, the university promoted **Lee Tom Perry** and **Donald L. Adolphson** to the rank of full professor in recognition of their significant contributions to teaching, research, and citizenship.

Lee Tom Perry is professor of strategy and organizational behavior. He joined the Marriott School faculty in 1985. Previously he was a faculty member of the Krannert School of Management, Purdue University, and the College of Business Administration of Pennsylvania State University. He holds a Ph.D in administrative sciences from Yale University. He received both his master's degree in organizational behavior and his bachelor's degree from Brigham Young University.

His articles have appeared in numerous professional management journals, including *Sloan Management Review*, *Organizational Dynamics*, *The Academy of Management Executives*, *Human Resource Management*, and *Personnel*. He is also the author of *Offensive Strategy: Forging a New Competitiveness in the Fires of Head-to-Head Competition* (HarperBusiness, 1990) and co-author of *Real-*

Time Strategy: Improvising Team-Based Planning for a Fast-Changing World (John Wiley, 1993).

Professor Perry earned the Outstanding Faculty Award for 1984-85 from the Pennsylvania State University College of Business Administration, and the Exxon Outstanding Teaching Award from the Marriott School of Management, 1991.

He is affiliated with Novations Group, Inc., in its strategic management practice area. His recent clients include Taco Bell, American Express, National Semiconductor, and Hughes Aircraft.

Don Adolphson received his PhD in computer sciences, with a minor in mathematics, from the University of Wisconsin, Madison, in 1973. He also holds an MS in computer sciences and a BS in mathematics.

Professor Adolphson became involved in business education when he was invited to teach quantitative analysis at the University of Washington Business School. He taught in UW's departments of finance and computer science until joining the faculty of the Marriott School of Management in 1981. During his last year at the University of Washington, he was voted MBA Professor of the Year.

At the Marriott School, Professor Adolphson teaches the first-year MBA statistics and quantitative methods course and a second-year elective called "Managers Tool Kit." Professor Adolphson was voted "Best Teacher in the MBA Program" by the 1986 graduating class. He has received international recognition for network optimization and data envelopment analysis software development. He has trained clients such as Boeing Com-

puter Services, AT&T, AIM Technology, and numerous universities on the use of his software. Colleagues refer to Dr. Adolphson's work as among the world's best in the field.

MSM Ethics Conference

On March 25, 1993, BYU President Rex E. Lee welcomed participants to the Marriott School of Management's sixth annual Ethics Conference. This year's topic of discussion was "Ethics and the Management of Financial Institutions."

Speakers included BYU Provost Bruce C. Hafen, who addressed "The Rise of the Regulatory State in an Age of Declining Moral Consensus." Former Utah Senator Jake Garn spoke on "Financial Institutions: Past, Present, and Future." MSM professors David K. Hart, Ned C. Hill, and Bernell K. Stone explored, respectively, "The Trust of the Innocents: Moral Obligation and Financial Leadership," "Technological Change and Ethics," and "The Need for, and Difficulty of, Change."

Other speakers included Patricia H. Werhane, a professor of business ethics at Loyola University (Chicago); Brent Beesley, chair and CEO of First Charter Savings Bank; Eric Stattin, a litigation consultant; and Utah Third District Representative Bill Orton. Dinner speaker was James C. Christensen, internationally renowned artist and BYU professor of art.

Other issues discussed included morality and financial institutions, the ethical implications of the S&L crisis of the 1980s, and the potential misuse of financial modeling tools to mislead

and manipulate.

New to the conference this year was a student paper competition. David B. Grant, MBA '93, presented his winning paper during the Student Paper Luncheon on the 26th.

According to conference organizer Professor Robert J. Parsons, published conference proceedings will be available early in 1994.

Institute of Public Management 1993 Administrator of the Year

The 1993 IPM "Administrator of the Year" award was given to William Rolfe Kerr, then Utah commissioner of higher education and chief executive officer of the Utah State Board of Regents. He left that post in June 1993 to accept an LDS mission presidency calling. The award is given to a public administrator who has demonstrated a high degree of commitment to ethical standards and excellence in public service and administration.

Born and raised on a farm near Tremonton, Utah, Kerr obtained his bachelor's and master's degrees at Utah State University and his PhD from the University of Utah. Prior to his assignment in the Utah System of Higher Education in June 1985, Dr. Kerr was executive vice president of Brigham Young University (1980-1985) and president of Dixie College in St. George, Utah (1976-1980). Previously, he served as assistant to the president at Utah State University, associate dean of students at the University of Utah, and dean of students at Weber State College. Dr. Kerr has served as chair of the Western Interstate Commission for Higher

Education and as national president of the State Higher Education Executive Officers Association.

BYU/U of U Center for International Business Education and Research (CIBER) Has Had Busy, Successful Year

CIBER, a true strategic alliance and equal partnership between BYU and the University of Utah, continues to coordinate and to cooperate in goals, programs, and projects under the codirectorship of Professors Lee H. Radebaugh (BYU) and James Gardner (U of U).

CIBER was founded three years ago through a grant from the U.S. Department of Education. The grant was renewed October 1, 1993, for an additional three-year period.

Regional business, academic, and governmental leaders constitute CIBER's Advisory Council. The center maintains close relationships with community and governmental business associations, such as the World Trade Association, the District Export Council, and the International Business Development Office of the State of Utah.

The center has played a major role in developing opportunities for improved international business preparation. The center recently participated in sending faculty members with EMBA students on their annual international study program (see EMBA report). In addition CIBER provided funding to support business conversation language courses (Spanish, German, Japanese, and Korean).

continued on page 19



1992•1993 YEAR IN REVIEW

The J. Willard and Alice S. Marriott School of Management
Brigham Young University

October 1, 1993

To Alumni and Friends:

The 1992–93 academic year was a good one for us. The Marriott School of Management ended the year on firm financial footing. We made good strides in broadening our base of contributors to the Leadership Alliance, thanks in great part to your generosity. Many of you chose to add your donations to those already committed to our goal of excellence in management education.

Our undergraduate and graduate accounting programs were elevated to new heights of respectability in the national rankings. The MBA program achieved another “top 40” mention by a national business magazine. Graduates of both the MAcc and MBA programs—along with their colleagues from the MPA and MOB ranks—were hired at a rate that put the Marriott School among the prestigious business schools in the land in placement performance.

And the future looks bright for us. With the help of MSM benefactors, new scholarships have been created. Starting next fall our MBA program will be expanded to include a foreign-culture focus that will further enrich the international preparation of our MBA graduates.

Following are details of these advancements, all of which I am eager to share with you.

K. Fred Skousen
DEAN



The 1992–93 academic year: “A good one for us.”

Marriott School Financial Summary

For the 1993 fiscal year, the makeup of income and expense "pies" remained virtually the same as for the previous year. The relationship between categories of income was basically unchanged, with sources of income varying less than 1 percent each as parts of total income, compared to the same categories for the 1991-1992 budget. Similarly, individual expense categories were only slightly changed, with proportions of total expense also remaining nearly the same (see chart).

Placements for Graduate Students Remain High

Graduates of the Marriott School's four master's-degree programs continued to be very much in demand in 1993, according to figures released September 30 by Placement Director Ron Burke. Of 1993's graduates—some 309 of them—91 percent had been hired by the end of September. This employment rate places the Marriott School among the top graduate schools of business in the country.

The accompanying profile of 1993 MSM grads illustrates why these people were so sought after. With respectable and ever-rising GMAT scores and grade-point averages, the students were academically solid at the time of enrollment. A high percentage of them—ranging from 7 percent in the Master of Accountancy Program to 22 percent in organizational behavior—came from foreign lands. Some 19 different countries were represented by 36 international students.

However, the bilingual ability of the students extended well beyond that of the international students alone. An impressive 216 of the total 309 students spoke at least one other language **at the time of their MSM enrollment.** Among MBA graduates, 83 percent had bilingual skills. More important, the language facility of the vast majority of these students was developed while living in a foreign land, giving them not only language fluency but cultural familiarity as well.

Further adding to the recruitment appeal of these students was their level

of work experience, maturity, and social stability. With an average of nearly two years of prior work experience, an average age of over 25 at time of enrollment, and with approximately two-thirds of them married, these students were ready and eager to become productive business managers.

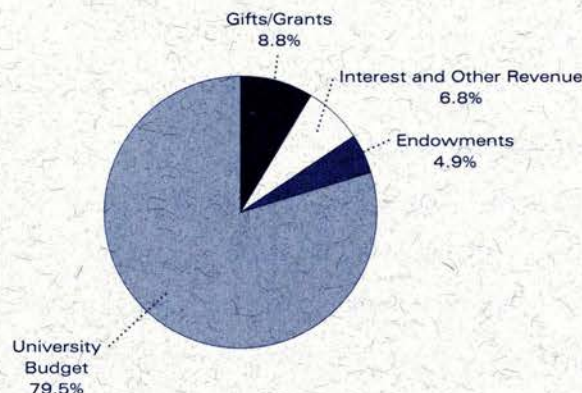
The average starting salaries of the four graduating classes further continue

a strong trend of steadily rising starting salaries among MSM graduates.

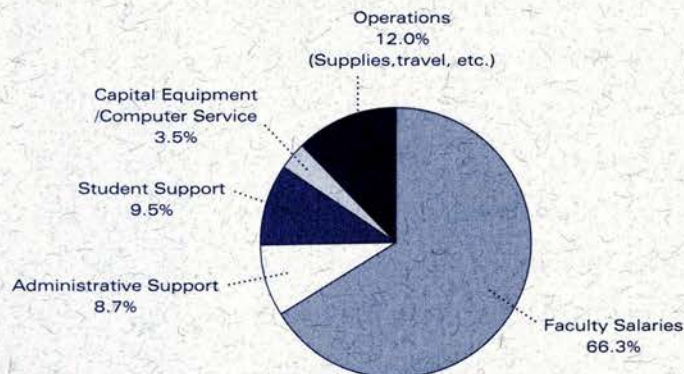
Though figures are only available for the MAcc and MBA programs, six-year comparisons show that graduates of these programs continue to be hired at ever-rising salaries. The demonstrated "hirability" of Marriott School graduates remains among the highest in the U.S. over the past half-dozen years.

MSM 1992-93 FINANCIAL SUMMARY AUGUST 31, 1993

SUMMARY OF CASH INFLOW



SUMMARY OF CASH OUTFLOW



Rankings Rise for Marriott School Accounting Programs

According to a nationwide survey of accounting professors, both the undergraduate and graduate programs in BYU's School of Accountancy have advanced in their top-10 rankings from a year ago.

The 12th Annual Professors Survey, published in the August 15 issue of *Public Accounting Report*, announced that the Marriott School's undergraduate program jumped to third place in 1993 rankings, up from fifth place in 1992. The survey also reported that the school's graduate program moved up from seventh to sixth among the top 10 in the nation.

"BYU's continued rankings escalation is caused by a variety of factors, most notably word-of-mouth given by recruiters about the program and the quality of our graduates," said W. Steve Albrecht, director of the School of Accountancy. "Also contributing to the program's success is the increased national visibility our faculty has received."

Albrecht said that much visibility has come as a result of a \$250,000 grant awarded to the School of Accountancy in 1990 to stimulate innovative changes in accounting curricu-

lum and instruction. Through the School of Accountancy's participation in developing this model curriculum, professors and recruiters nationwide have had many opportunities to learn and hear about BYU's program.

One curriculum change that influenced the program was the decision to merge information systems with accounting. "With the world becoming more high tech and computer based, we find it critical that our students enter the workforce well versed in a number of software programs," Albrecht said. "We have also put more emphasis on group interaction as well as oral and written communication."

Complementing the strong faculty and program is a group of bright students, Albrecht said. "Among the 240 students accepted to the accounting program this past year, the average GPA was 3.59. From these 240, 150 will likely continue on to receive graduate degrees."

MBA Rankings Remain Solid

In March 1993, *U.S. News and World Report* issued its annual ranking of the top 25 U.S. MBA programs. Though not listed in the article, the MSM's program was ranked 35th, according to a staff

member reached by telephone.

The *U.S. News* ranking reinforces the recognition afforded the MSM MBA program by *Business Week* in its October 26, 1992, issue. Therein, the BYU MBA program was ranked in the top 40 nationally. BYU's program was described in the article as one of 20 schools "delivering a big bang for the buck."

The Marriott School's academic programs continue to receive national recognition. During the past year, the MSM and BYU have also received national coverage because of the students' language capabilities. For a world converging on an international marketplace, BYU and the MSM are becoming a valuable educational asset. For example, 85 percent of BYU MBAs are bilingual. Other MSM graduate programs have similar statistics.

MBA Program to Introduce International Coconcentration

As business moves steadily toward globalization, North American businesses increasingly require management personnel who understand other cultures, languages, and business practices.

The Marriott School of Management is in a unique position to supply gradu-

**PROFILE OF 1993 MSM GRADUATE SCHOOL CLASS
AT TIME OF ENROLLMENT**

	MBA	MPA	MOB	MACC
Number Enrolled	125	22	26	136
% Enrolled	44%	56%	41%	78%
Average GMAT score				
Domestic	590	530	588	592
International	550	390	590	520
Average G.P.A.	3.51	3.29	3.44	3.41
% International	14%	9%	22%	7%
Countries Represented	13	2	6	3
% Bilingual prior to enrollment	83%	58%	63%	65%
No. Years Work Experience	1.3	1.0	2.2	NA
Average Enrollment Age	26	25	25	25
% Married	63%	68%	63%	64%
% Hired on Sept. 30	93%	67%	91%	94%

ates with these qualifications. With a large number of MSM students having served foreign missions for The Church of Jesus Christ of Latter-day Saints and increasing attendance of international students, approximately 85 percent of MBA students are fluent in more than one language. However, even though missionaries have a working knowledge of their mission language and culture, they are not always familiar with business terms and do not necessarily understand business customs and conventions. The Marriott School recognizes that providing these students with exposure to the vocabulary and customs of business in their respective languages will arm them with a competitive advantage that few business graduates in the country can match.

Currently, the only way an MBA student can enhance his or her business education with language and cultural studies is through a combined MBA and master of arts program in international and area studies. The MBA/MA is recognized by both the MSM and the David M. Kennedy Center for International Studies and allows students to receive both degrees in 15 credits less time than if the programs were completed separately. The combined program can be completed in about three years. Language fluency is required, and an international internship experience is encouraged. The advantage of this program is that it permits students to study a wide range of international business, political, cultural, and economic issues.

In addition to the joint MBA/MA program, the International Business Committee, headed by Lee Radebaugh, and the Graduate Curriculum Committee, chaired by Ned Hill, have proposed another way that students can focus on international business and culture within the MBA program framework.

The proposal seeks adding an international coconcentration to the existing MBA program, beginning fall 1994. The international coconcentration will be available to students who show proficiency in their chosen language as established by language study (in addition to their mission or other experience) such as completion of a minor in the language.

To receive an "International Management" certificate with a diploma, a student must—

1. Complete the MBA core and the requirements for an existing concentration area (ie. marketing, corporate finance, operations);
2. Take a three-hour, intensive business-language/business-culture class, to be offered initially in German, French, Spanish, Korean, Chinese, and Japanese;
3. Enroll in a one-hour language seminar during each subsequent semester;
4. Take three elective courses in international business; and
5. Participate in a spring/summer or one-year international internship.

This proposal's advantage is that it allows students to "internationalize" their business curriculum *as a part of*, rather than as an addition to, the two-year MBA program.

Leadership Alliance Success Continues

The second year of the Leadership Alliance proved even more successful than the first, netting more than \$1.73 million from donors, compared to \$1.6 million during the 1991–1992 year. Of special significance was the 8% increase in total contributors to the program. While 1500 individuals and organizations contributed last year, the figure increased to 1,623 during 1992–1993. The greatest growth was in alumni donors.

The Leadership Alliance was formed in October, 1991, to secure the external funding necessary to assure excellence in management education. In the past, such funding has provided expanded opportunities ranging from scholarships and fellowships to funding entire programs such as the Center for Entrepreneurship and the Skaggs Institute of Retail Management.

The Leadership Alliance is the coordinating center for all MSM fund raising, thereby avoiding duplication of fund raising expenses. The Leadership Alliance board is intent on matching the Marriott family's gift of \$15 million by December 31, 1996.

The program is guided, under the direction of Dean K. Fred Skousen, by an executive committee chaired by Richard McFerson, president of Nationwide Insurance Company, with the assistance of Vice-chair Ron Seamons, MSM Director of Development, and Associate Dean William R. Siddoway.

Anyone desiring information about the Leadership Alliance is encouraged to call (801) 378-3801.

New Scholarships Established

Major endowments to the Marriott School have funded three new student scholarships.

The Elaine B. Garrett Student Support Endowment was established by a gift from Elaine B. Garrett and her husband, J. Earl Garrett (class of 1929). Endowment income funds management scholarships for graduates and undergraduates who demonstrate scholastic achievement, community and church service, and leadership potential. International Student Sponsor Program participants are eligible for scholarships and/or assistantships through this fund. The first scholarships have been awarded for the 1993–1994 academic year.

The first recipients of the **Kanematsu Management Scholarship** were also awarded for the 1993–94 school year. This endowed scholarship was established by a gift from Kanematsu USA, Inc., of Sunnyvale, California, and New York City. Qualifying juniors and seniors working toward an emphasis in international business may apply.

Thomas W. Smith of Greenwich, Connecticut, and James R. Dixon of Moraga, California, a friend of the Marriott School and its students, have joined together to endow the **Smith/Dixon Management Scholarship**. The fund provides scholarship support for management juniors, seniors, or graduate students, with first consideration given to those emphasizing economics, quality management, operations management, and accounting. The first Smith/Dixon Scholars will be selected for the 1994–95 academic year. ■

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During the 1992-93 year, CIBER funds helped develop business language courses in French and Chinese that were introduced fall semester 1993.

The center sponsored its third conference, exploring issues surrounding NAFTA and the environment. The conference featured participants such as Sergio Reyes Lujan, president of the National Institute of Ecology/Mexico; Brian Emmett of Environment Canada; and Rodrigo Prudencio of the National Wildlife Federation. The conference goal was to help government, business, and academic communities effectively address international legal communities. Also during April, CIBER cosponsored a World Trade Association meeting featuring Peter Genereaux of the Utah Information Technologies Association.

As part of World Trade Week, the center hosted a conference on export marketing for the local business community. The conference focused on marketing, financing, freight forwarding, and legal aspects of exporting. Other conferences and workshops were held throughout the year.

The center continues to facilitate many curriculum and classroom enhancement programs. For example, an International Accounting Certificate was prepared for master of accountancy students beginning fall semester, 1993. The certificate is a prelude to offering an international accounting minor by 1994.

Another classroom enhancement is the sponsoring of Andrei Markov, vice dean of the College of Economics at Moscow State

University. He has visited the Marriott School on three occasions, the latest being winter semester of 1993. He taught a graduate/senior-level course on managerial challenges facing former centrally planned economies, with a specific focus on Russia.

CIBER continues to facilitate international faculty exchanges, primarily with Moscow State University. Professor Eric Denna taught at Moscow State University fall semester, 1992, and Ned Hill conducted a corporate finance course in May of 1993. A number of faculty international research and travel proposals were center funded, thus expediting MSM academic work.

Executive MBA Foreign Business Excursion, June 1993

One of the most exciting parts of the Executive MBA curriculum is an international business production and marketing course, culminating in a two-week overseas business excursion during June of the Executive MBA students' final year. The experience provides a unique opportunity to learn about management in a global environment through direct observation and by speaking directly with executives from leading international corporations.

In the past, the EMBA students have traveled to Asia four times and to Europe once. Members of the class of 1993, due to its large size, were allowed to choose between Asia or Europe.

The Asian excursion was directed by Dr. Chris Meek and took the students to Japan, Korea, Hong Kong, and China. Attending this

excursion were 18 Executive MBA students, two spouses, two administrators, and five MSM faculty members. The group visited nine companies including Hitachi Limited in Ochanomizu, Japan; Nippon Telephone and Telegraph in Tokyo, Japan; Hyundai Ship Building and Hyundai Heavy Industries, Co., Inc., in Ulsan, South Korea; Lucky-Goldstar and IBM Korea in Yoido, Korea; Deloitte, Touche & Tohmatsu and Merrill Lynch in Hong Kong; and Tomei Industrial (Holdings), Ltd., in Hong Kong and Shenzhen, China.

The European excursion was directed by Drs. Darral G. Clarke and W. Burke Jackson. The group went to Switzerland, Germany, the Czech Republic, and England. Attending were 24 EMBA students, nine spouses, and eight faculty members. The group visited eight companies in four countries: Asea Brown Boveri in Birr, Switzerland; Bank Leu in Zurich, Switzerland; BMW in Munich, Germany; Siemens in Regensburg, Germany; Skoda Automobilova in Mlada Boleslav, Czech Republic; Volkswagen in Wolfsburg, Salzgitter, and Braunschweig, Germany; and Rober Power Train and J.P. Morgan in England.

Before departure, participants were organized into "focus groups," each focusing on specific relevant topics. Topics included the global economic community, business strategy and manufacturing competitiveness, new product and process development, technology management, organizational and human resource management, and financial policies and strategies. After the excursions, the groups reunited, discussing their

experiences and listening to student presentations. This final session allowed members of both excursions to learn from each other and to provide feedback for the faculty and for future business excursions.

Class of 1993 Honors

At the MSM's April 1993 convocation, several graduate students received honors from their respective programs.

From the Master of Public Administration Department, Allison Bywater McMullin received the Stewart L. Grow Award and Steven Morrill Allred received the Karl N. Snow Award.

In the School of Accountancy and Information Systems, Ryon Brent Pulsipher was named Outstanding Graduate Student and Jason Terry Nielsen received the Utah Association of Certified Public Accountants Award.

Undergraduates who received special recognition were Leslie Cahoon Murray (accountancy and information systems), Bradley Rex Jacobsen (finance), Jeffery Wayne Reynolds (financial services), Landon Wayne Coleman (general business), Matthew Allen Ballard (international coconcentration), Jeffrey Thomas Call (management information systems), Beva Lynn Ott Shelby (marketing), Lori Anne Hess (organizational behavior), and Jeri Rogerson (retailing).

Beta Alpha Psi

Beta Alpha Psi (BAP) had a very productive year. During October 1992, the BYU Chapter hosted a "Golf for Charity" tournament in which BAP students as well

as accounting professionals participated. The tournament proceeds funded a BAP service project wherein students painted several Provo homes of families in need. Chapter members contributed many service hours during this project.

Another BAP-sponsored service activity, the annual Voluntary Income Tax Assistance (VITA) program, involved member volunteers from January to April 1993. Brigham Young University was the first on-campus site in the country to offer electronic filing. Under this program, BAP members assisted students and community members in preparing their state and federal income tax returns. The 1992-93 VITA program successfully benefited numerous individuals throughout the community.

In 1993, the BAP Chapter at Brigham Young University hosted the 1993 Rocky Mountain Regional Conference. Ten schools from the Rocky Mountain area, as well as professionals from industry, participated in the conference.

The BYU Beta Alpha Psi Chapter received "Superior Chapter" recognition at the American Accounting Association Convention in August 1993. The BYU Chapter has maintained superior status for several years.

Management Field Studies Program

During the 1991-92 school year, a pilot class was organized to give student teams a hands-on experience in working through a management project within a participating company. The pilot class was successful and was therefore formalized into an

MBA course, MBA 690, during the 1992-93 school year.

During fall 1992 semester, seven organizations provided field studies for approximately 40 to 50 MBA students. The Children's Miracle Network, Salt Lake Convention and Visitors Bureau, and Utah Technology Finance Corporation represented nonprofit participants. Frito-Lay, Novell, Vinca Corporation, and WordPerfect were from the private sector. During winter semester 1993, nine companies participated. Frito-Lay accepted a second student team project and Dayna Communications sponsored both an operations project and a marketing project. Other companies that participated were Compumed, Inc.; Eastman Kodak Company; Iomega Corporation; Payless ShoeSource; Pendleton Enterprises; Wherehouse Entertainment, Inc.; and the Wirthlin Group.

Organizations wishing to participate provide project descriptions. Once projects are approved, student teams select a project based on learning potential and applicability to the students' academic and professional backgrounds.

Students spend approximately eight to 10 hours per week for 12 weeks on the study. Participating organizations receive comprehensive oral and written reports, coordinated and reviewed by seasoned faculty members. As a result of the shared experience, many corporate participants develop an on-going relationship with the Marriott School, its students, and faculty.

Interested organizations should contact Dr. Brent Peterson, Entrepreneurship Program, Marriott School of Management, Brigham Young

University, 712 Tanner Building, Provo, UT 84602.

Entrepreneurship Program

The 1992-93 school year was a very busy and active time for the Entrepreneurship Program and its supporters. The Entrepreneur Founders Board met four times to plan the two conferences held in October 1992 and April 1993.

An April conference highlight was the presentation of the first International Entrepreneur of the Year Award to Hyrum W. Smith, chairman and chief executive officer of Franklin Quest, a training and consulting firm specializing in time management and productivity. Although Mr. Smith could not attend the presentation luncheon, he prepared a special video message, and his wife, Gail, represented him for the award presentation.

During the April meeting's morning session, finalists in the first Business Plan Competition presented their plans. At the luncheon, Mitchell B. Huhem was awarded first place (\$1,000) for his EX-Plan Corporation; Chris Juchau, second place (\$500) for A-Plus Education Resources, Inc.; and Wade Klinger, third place (\$250) for The Apartment Finders.

Earlier in February, the Student Entrepreneur of the Year Award was given to Richard M. Knapp, MBA student. Mitchell B. Huhem was first runner-up and Indy Rod Walton was second runner-up.

The Entrepreneurship Program sponsored three students in the State of Utah Business Plan Competition (April 1993) with the following results: Richard M. Knapp received first place

and a \$5,000 cash award; Mitchell B. Huhem received second place and a \$2,500 cash award; and David Rummells received honorable mention and a \$1,000 award.

The BYU chapter of the Association of Collegiate Entrepreneurs (ACE) sent nine participants to the 1993 International Conference held March 4-6 in New York. There the BYU chapter was named outstanding ACE Chapter in the Western Region.

The Entrepreneurship Program continued its community involvement and provided support to local businesses and to the Founders' businesses. During the year, five "Business Time Machine" seminars were sponsored in Salt Lake and at BYU. The program also continued as a sponsor of the Utah Valley Entrepreneurial Forum and provided support and leadership for the April 1993 workshop, "Entrepreneurship Survival Skills in the Nineties."

For students, the program hosted a special career seminar; "After College, What's Next?" This February meeting was well attended by students, faculty, and entrepreneurs.

Kemper Scholars

Stephen K. Mongie was selected as BYU's latest Kemper scholar in February, when Dr. James R. Connor of the James S. Kemper Foundation visited campus to identify the fourth in this quartet of on-campus student honorees. The Kemper Scholar Program provides each scholar with scholarship assistance and summer internships for seven semesters and three summers.

The newest Kemper scholar joins Adam R. Parry

(junior), Troy D. Williams (sophomore), and Mark Oligschlaeger (senior) as BYU's Kemper Scholars. Stephen completed his summer work experience with a Kemper Group company in Portland, Oregon. Among the previously designated Kemper scholars, Adam served in the accounting department of Kemper Corporation in Long Grove, Illinois, Troy worked in the human resources department of Kemper Securities in Chicago, and Mark completed his LDS mission and returned to school for fall semester.

The Marriott School is one of 17 universities to participate in this program, which gives students an opportunity to use their academic experience in the work place. In return, the students bring special insights into the classroom from their summer work experiences.

Annual BYU Management Society Gala Features Guest Speakers George Romney and Elder Russell Ballard

The ninth annual BYU Management Society Gala Evening and Dinner was held March 20 at the J.W. Marriott Hotel in downtown Washington, D.C.; the event honored special guests George Romney and Elder M. Russell Ballard.

Romney, former Michigan governor, presidential cabinet member, presidential candidate, and head of American Motors, is this year's recipient of the society's Public Service Award. He briefly addressed the gathering.

Elder Ballard of the LDS

Church Quorum of the Twelve Apostles also addressed the audience with a message entitled "Balance in Your Life." Elder Ballard based his message on several analogies from literature and personal life experiences, including the mythical story of Daedalus and Icarus in which a young boy becomes carried away with his newfound power to fly, resulting in the destruction of the wings his father built for him. Icarus found himself sinking, so fluttered his wings wildly in an effort to remain aloft. But he only succeeded in creating such a storm of feathers around himself that he couldn't see. Poor Icarus fell into the blue waters of the sea. Ever after, Daedalus mourned the loss of his son.

Elder Ballard related the story to all "who, in our busy professional pursuits, may find ourselves flying so high and so fast" that we forget God, and others, and lose our balance in life. Ballard counseled to be "careful that you do not find your profession running you rather than you running your profession."

Dean Hosts Dinner for Graduates

On April 7, 1993, Dean Skousen hosted the first annual BYU Management Society Graduation Dinner for MSM graduates and their spouses. The event's purpose was to help the graduates celebrate with a free meal and to introduce them to MSM Management Society membership.

Dean Skousen and National Management Society Steering Committee members Robert Haight and Norm Nemrow encouraged graduates to get involved

with local Management Society chapters wherever they settle. The dean told graduates, "Begin now to network through the Management Society, since you are no longer guaranteed to be with one employer until you retire."

The event was organized by Emily Hart from Alumni Relations and Management Society Student Chapter co-chairs Richard Crandall and Mindy Lindeman. More than 400 attended.

MBA Association and MBA Spouses Association Respond to Challenge

Responding to the strategic objective of the MSM "to foster an attitude of responsibility and service toward society," members of the MBA Association and MBA Spouses Association participated in numerous service activities during the 1992-93 year.

MBA Association members joined forces with United Way to record books for the blind. This project gave students the opportunity to read best sellers and classics for a period of several weeks. Other association members helped handicapped students from the Oakridge School each week during fall and winter semesters as they participated in swimming activities. The MBAA/MBASA students helped both in the dressing rooms and in the pool, allowing some disabled students a first-time group swimming activity.

MBAA members also assisted small businesses in local communities develop business plans. Some owners lacked formal training and were very receptive to the MBA students' help, and the

students appreciated the opportunity to apply their newly learned skills in an on-going business setting.

The MBASA also answered the challenge, making community contributions. Members volunteered service hours to the Festival of Trees, which raises money for Salt Lake's Primary Children's Hospital. They acted as hosts for the event and spent time helping visitors. This activity will be continued during the 1993-94 year.

In addition, MBA spouses have assisted international students and their families by providing seminars acquainting them with BYU campus and surrounding community life.

Campus Chapter of the Management Society

The Management Society's Campus Chapter, under the direction of co-chairs Richard Crandall and Mindy Lindeman and advisor Emily Hart, was in its second year during 1992-93. It experienced exciting growth. Membership tripled, and the organization gained tremendous visibility.

Campus Chapter activities heighten student awareness of the Management Society and lead to active membership following graduation. As examples, the chapter sponsored several activities that provided extracurricular support for classroom concepts throughout the school year. About 40 students were involved in the Investment Challenge. During one month, these students invested imaginary dollars in stocks, bonds, etc. They followed the stock market to track their investments. At month's end, individual investment records were

judged, with the expected losses, gains, and break-evens. Several students made many thousands of make-believe dollars, wishing that their investments had been real.

The chapter also sponsored a "Get Jazzed" Night, with members dining together, touring the Delta Center in Salt Lake City, and attending a Utah Jazz basketball game. Among other chapter-sponsored activities were the Second Annual Golf Tournament and the Day on the Job and the Mentor programs.

Management Society

Arizona Chapter

Frank Arnold, former BYU basketball coach, introduced Danny Ainge as featured speaker at the first annual Arizona Management Society/BYU Alumni Scholarship Fund-raising Event, held March 18 at Arizona State University. Danny answered questions and told the "inside story" about his experiences at BYU and as an NBA player with several winning teams.

Denver Chapter

Denver Management Society Chapter events during 1993 included addresses from two prominent speakers, Hyrum W. Smith and Daniel E. D. Friesen, Esq.

A highly sought-after motivational speaker and trainer in corporate America, Hyrum Smith, chairman of the Franklin Quest Corporation, talked about "What's Important Is to Learn How to Do What Matters Most" in an address to the Denver Chapter on February 19. Smith has addressed thousands of executives, sales personnel, and civic leaders

across the nation.

Friesen's address, entitled "Discriminatory Practices to Avoid," was delivered May 13 in the offices of Davis, Graham, & Stubbs.

Michigan Chapter

The BYU Management Society's Michigan Chapter presented a series of area luncheon meetings this year, one of which was held March 10 at the Chrysler Tech Center. Richard Stamps, PhD, professor of anthropology, archaeology, and Chinese studies at Oakland University, delivered an illustrated slide/lecture on the "Archaeology of Thomas Edison's Boyhood Home in Port Huron."

Stamps is currently coauthoring a book on Thomas Edison's boyhood years in Michigan. He received the Governor's Award for Excellence in Teaching and the Teaching Excellence Award at Oakland University.

LDS Church Leaders Address BYU Management Society Chapters

Prominent LDS Church leaders spoke at several Management Society events during the year. The San Diego Chapter enjoyed an address by President Gordon B. Hinckley, First Counselor in the First Presidency, during the chapter's January 9 LDS Business and Professional Association Scholarship Dinner.

At a Utah Valley Chapter luncheon, Elder Dallin Oaks of the Council of the Twelve Apostles spoke. Elder Oaks has served as justice of the Utah Supreme Court, president of Brigham Young University, associate dean and acting dean of the University

of Chicago Law School, and in many LDS Church and community positions.

Adrian P. Larsen Awarded State Farm Student Fellowship

In March of this year, Dean Skousen received word that Adrian P. Larsen, a junior in business management with an emphasis in entrepreneurship, was declared a winner of the 1993 State Farm Exceptional Business Student Fellowship. Each year State Farm gives the award to 50 students nationwide.

As a member of this select group, Adrian will receive a \$3,000 fellowship, and State Farm will donate \$500 to the university. Students are selected on the basis of academic performance and demonstrated leadership abilities.

In addition to his scholastic achievements, Adrian is also an active entrepreneur. He and two friends operate a real estate venture in which they buy, renovate, and resell homes in the Utah valley area.

Faculty Retirements

The close of the 1992-93 academic year saw the retirement of eight faculty members whose university service totaled more than two centuries. Three were recognized in the Spring issue of *Exchange*; the rest are featured here.

Accounting professor, **LeRay McAllister**, has retired after 30 years of teaching. His retirement plans include continuing service as a senator in the Utah Legislature. He also hopes to spend more time with family and church activities.

The Department of Management Communication hosted a retirement party for **George Edward "Ed" Nelson**, who spent his final time in the Marriott School as editor of *Exchange* magazine. After 23 years at BYU, Ed organized his own company, Writer's Inc., and already has one book to his credit. Professor Nelson served as chair of the Business and Administrative Management Department and completed a professional development leave with IBM during his tenure at BYU.

J. Dean Rickenbach retired from the Department of Managerial Economics on July 1, after 36 years of service at Brigham Young University. He is now devoting time to living at and working his ranch and trout farm in Koosharem, Utah. Dr. Rickenbach is remembered by many BYU graduates for drawing Keynesian curves in teaching his undergraduate economics classes.

After 33 years of teaching, Professor **Emory Sonderegger** retired from the SOAIS faculty. Throughout those years, Sonderegger won recognition for teaching excellence. In 1985 he received the Exxon Teaching Excellence Award and in 1985, '86, '87 and '89, students elected him as an MSM representative in the College Showcase, a university-wide program honoring outstanding teaching. He plans to spend much time over the next couple of years working in his woodworking shop, building fine furniture for his family.

Paule Searle, former chair of BYU's Military Science Department, has retired from the Air Force and his BYU position. □

ences between the pre- and posttest measures are all statistically significant. This reinforces the notion that holding regular PMIs increases cooperation and teamwork.

Figure 3 shows the distribution of burnout phases for the PMI and no-PMI respondents in the five organizations. In each case the experimental groups reported fewer people with advanced, acute burnout (Phases 6, 7, and 8) than their counterparts who met regularly with their supervisors. Moreover, the average level of burnout for the PMI groups was significantly lower (.01 level of statistical significance in all categories) than for the no-PMI participants. Thus, those who held PMIs experienced higher levels of personal accomplishment and reported lower levels of depersonalization and emotional exhaustion.

Discussion

Figures 1–3 show that employees who held regular PMIs with their immediate supervisors reported higher perceptions of healthy organizational climate and group effectiveness, while experiencing lower levels of psychological burnout than did their no-PMI colleagues.

For sake of simplicity, the material reported in Figures 1–3 does not reflect the extent to which improvement took place between the pre- and posttest measures. In every case the scores for the PMI groups evidenced a statistically significant improvement between pretests and posttests, while the no-PMI groups either decreased or remained unchanged.

The findings presented in Figures 1–3 support those reported elsewhere (Boss, 1983; Boss, 1985; and Boss, 1989). They are consistent with data gathered from approximately 2,000 employees queried in 22 other organizations (13 hospitals and health care organizations, six government agencies, and three private-sector organizations) (Boss, 1993) regarding the positive impact of regular PMIs.

All these results reinforce the notion that regular PMIs can have a profound impact on organizational climate, group effectiveness, and individual performance. Specifically, they suggest that regular PMIs increase personal effec-

Figure 1. Average Scores on Likert Profile

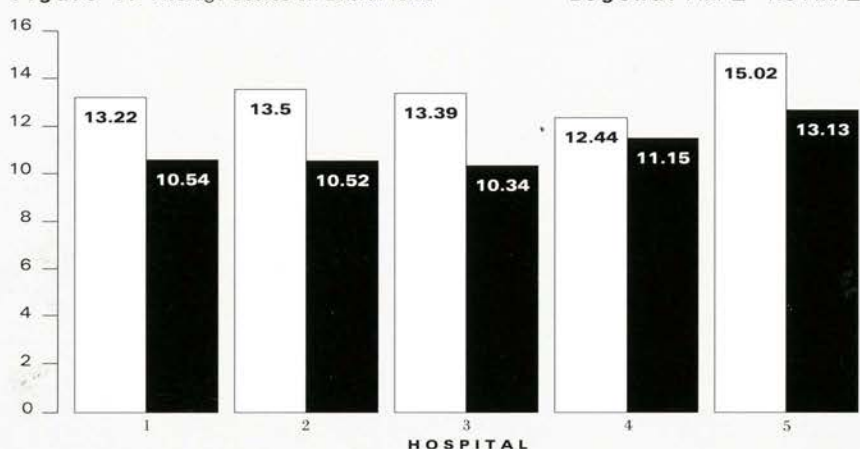


Figure 2. Average Scores on Group Behavior Inventory

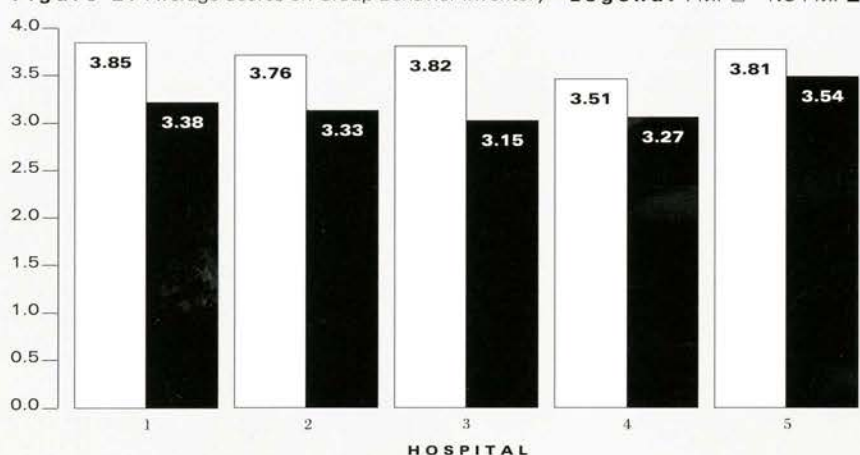
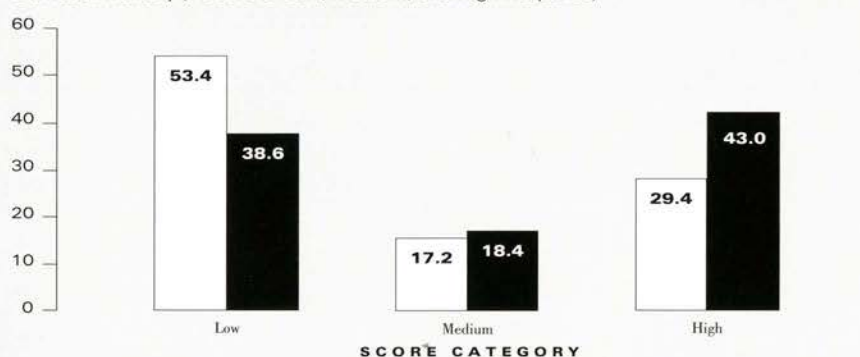


Figure 3. Average Department Scores on Maslach's Burnout Inventory (Percent of Low, Medium, and High Response)



tiveness, strengthen interpersonal relationships, improve teamwork, and help managers facilitate change.⁴

Increased Personal Effectiveness

Participants consistently reported that PMIs help increase personal effectiveness, in that they:

- Decrease the number of people in the advanced, acute phases of


burnout (See Figure 3).

- Ensure that employees have access to supervisors for at least one uninterrupted hour every two weeks.
- Reduce unnecessary interruptions by as much as 90 percent.
- Provide a structured method for clarifying objectives, setting priorities, and planning.

(continued on page 30)



Cultural Diversity in Ethics-related Decision Making



CHOOSING THE RIGHT is not always simple. Nineteenth-century educator Karl G. Maeser was speaking powerfully, but probably metaphorically, when he said, "...stand me on the floor and draw a chalk line around me and have me give my word of honor never to cross it. Can I get out of that circle? NO, NEVER! I'D DIE FIRST!"²

BY *Bill Swinyard* AND *Tom DeLong*¹

ILLUSTRATION BY *Mark Robison*

Suppose the chalk line and promise were ours, and by leaving the circle we could save a child about to be crushed by an oncoming truck. Who would not do so? But by leaving the circle, we would have broken our word. Would we have been unethical?

Decisions about what is right are not made in a vacuum; they are virtually always surrounded by conditions . . . often affecting *people* who will be helped, or hurt, by our moral actions. We should tell the truth. But what if we intend harm with the information? It is wrong to steal. But is it wrong to steal to save human lives? It is wrong to kill. But what if the killing will keep a "nation from dwindling in unbelief"? In short, does moral decision making require that we look at the circumstances surrounding the decision, or should we be able to find a universal principle to apply regardless of the circumstances?

Studies investigating these situational factors typically (a) present subjects with a moral dilemma (for example, in a lifeboat there is one more person than can be supported by the remaining food), (b) ask what they would do (would they toss one person overboard?), and (c) ask for the reasoning behind the decision. The focus of these studies is on the reasoning, not on the influence of the consequences or on the justification of the behavior.

Making decisions having moral implications can be very complex and often involve competing motivations, including the perceived consequences of our decision. These perceptions are particularly influenced by culture. During a year spent in Singapore, one of the authors found that Chinese people base their moral choices on values quite different from those familiar to us in the U.S. This article reports a study of moral decision making. Specifically, we compare the decision making of students from Brigham Young University with that of students from the National University of Singapore. The article will explore both the moral reasoning behind decisions and the effect of the consequences on the decisions. The moral reasoning and decisions of these two groups of students differ in interesting ways.

Moral Tradeoffs

Let's think about moral reasoning by considering an employee who has been accused of using the company copy machine for personal purposes. On being confronted by his supervisor, he has at least two choices: he can tell the truth and possibly be disciplined; or he can escape discipline by denying the charge, suggesting that someone else must have illegally used his copy machine code. What should he do?

This situation suggests some tradeoffs between his decision and the consequences of the decision. As shown in Table 1, he would probably *most* like to tell the truth and escape discipline, and *least* like to blame someone else and receive discipline.

principles, or credos, usually based on religious convictions or religious writings, such as the Ten Commandments. Usually this view suggests that it is not *right* to steal, to lie, or to break promises. The deontological view is also common in business contexts. For example, when faced with a decision to close a marginally profitable factory located in a small town, a management team might follow this deontological reasoning: "According to the company charter our responsibility is to increase stockholder wealth. The financial resources used by this factory could generate a better financial return somewhere else in the company, so we should close the plant."

The utilitarian view argues that a decision or action is right if the general good that results from it is greater than the good that could result from

Table 1 Employee's Choices

EMPLOYEE'S DECISION	EMPLOYEE'S OUTCOME PREFERENCE	
	Escape discipline	Receive discipline
Tell the truth	1. Most preferred	
Blame others		4. Least preferred

But if he can't have his most-preferred choice, what should he do? Would he rather tell the truth and be punished, or lie and escape punishment? In choosing, he would be revealing to us the importance he places on the precept of telling the truth versus the consequence of escaping punishment.

Moral Philosophy: Deontological and Utilitarian Views

Issues such as the accused employee's are in the domain of theories of moral reasoning, in particular decision making following either *deontological* and *utilitarian* models. The deontological view argues that a decision or action is right if it has met certain precepts, rules, standards,

any other action. The *right* decision is one that has the most positive outcome, serving the greatest good. When faced with a moral dilemma, the utilitarian perspective maintains that one cannot truly decide what is "right" unless one considers who will be helped or hurt by the decision. For example, this view suggests that it might not be right to tell the *whole* truth about an event if the truth will hurt people more than it will help them. In the preceding example involving the plant-closing decision, the management team might follow utilitarian reasoning by arguing: "We can use the plant's financial resources better elsewhere. But if we close the plant, the workers and their families will suffer, and local support businesses will fail. Perhaps we should try again to make the plant more profitable."

Cultural Differences in Moral Decision Making

Morally difficult decisions are fairly routine. We are regularly bombarded with competing values, information, teachings, and goals. Among the most fundamental of sources for such values is our culture. The culture that predominates the Western World and BYU is very different than that of Asia and students at the National University of Singapore. We would therefore expect some differences in the choices of what is right. Although both cultures show the same fundamental respect for general moral principles, once the consequences or outcomes of a moral action are considered, research suggests that the U.S. and Asia do not have a shared code of moral conduct.

Although certainly not true for every one or every decision, several studies of core U.S. values have found that our culture reinforces a black-and-white view of moral dimensions—that moral decisions employ clear-cut judgments of *right* and *wrong*, with little gray area in between. And so we might expect that BYU students, representing a Western-value orientation, would tend toward a deontological perspective in moral decision making—that a moral decision should be evaluated in terms of rules of behavior that prescribe right and wrong.

The culture and religious emphasis of Singapore, however, is quite different. Singaporeans of Chinese descent (overwhelmingly the largest cultural group in Singapore) are culturally bound to give precedence to family and societal preservation. The concept of the importance of societal well-being over individual well-being is deeply rooted. Thus, we would expect that Singaporeans, representing an Asian orientation, would tend to embrace a more utilitarian ethic—that a moral decision must be evaluated in terms of its outcome on society.

Differences Between BYU and NUS

The Study. To examine these cultural differences in moral decision making, we collected data from 415 students

at BYU and 153 students at the National University of Singapore (NUS). A questionnaire was administered in classroom settings to students of all majors at both campuses, principally in general education classes. We asked the students to read a scenario concerning a family business (described in Table 2—Part A) and then to evaluate four potential actions that could solve a problem facing that business. Students then made their decisions in relation to two concepts:

moral acceptability and decision consequences.

The first concept, moral acceptability, was measured by using the four money-source alternatives shown at the bottom of Table 2—Part A. This evaluation helped us understand the perceptions of the BYU and NUS students when they are making moral decisions without respect to the decision consequences. Responses to these alternatives would confirm whether the two

Table 2 The Family Business Scenario

Part A

Suppose your father has been very successful in founding, developing, and nurturing a family-owned business into a prosperous enterprise. A short time ago, when his health began to fail, he passed the management of the business over to you, although it continues to be owned by the entire family.

When you took over the family business, it was extremely profitable. Currently the business is doing badly. You feel a great deal of pressure to make the company successful again. To do so, you immediately need a very large amount of temporary cash. You are absolutely confident that you would repay or return the money in only a month or two.

Sources for the money

Suppose you could get the money from one of the sources listed below. For each source, please check the space that best reflects your personal view of how acceptable or unacceptable you feel that source is. There are no right or wrong answers here—only your honest opinion is important. You could get the money:

Unacceptable — Acceptable

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

From a legitimate loan from your bank.

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

By quietly (without the family's knowledge) selling some assets of the family-owned business.

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

Through a personal loan from a friend, even though you know your friend really can't afford to part with the money right now.

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

By temporarily using money that a friend has given you to invest in the stock market for him or her.

Part B

Outcomes for your decision

Suppose that if you get the needed money, the following four possibilities exist for you. The loan, and the success it would bring, could:

- Be used to help thousands of other people in your community.
- Be used to help hundreds of other people in your community.
- Be used to help a few other people in your community.
- Not affect your ability to help other people in your community.

Now please consider both the four sources for the needed money and the four personal outcomes, and indicate the order of your preference for each combination by numbering each box from 1 to 16. [See Table 4]

student groups were or weren't equivalent in viewing the moral acceptability of the four alternatives.

The second concept, decision consequences (Table 2—Part B), was measured by asking the respondents to consider the consequences in completing a trade-off table similar to the one discussed previously in the example of the dishonest employee. If students gave their preferences in the columns (e.g., numbering from 1 through 4 down the first column, etc.), it would suggest that they were influenced more by precepts or rules of behavior than by consequences (the deontological view). If they favored rows, it would suggest that they were more influenced by the consequences than by precepts (the utilitarian view).

Results of the Study. With respect to *moral acceptability*, we found no signifi-

cant differences between the ratings of the BYU and NUS students. Table 3 shows that both groups rated the first alternative (legitimate loan from your bank) as acceptable (rated from unacceptable=1 and acceptable=7) and the last (temporarily using money a friend has given you . . .) very *unacceptable*, with the intermediate alternatives given intermediate ratings of acceptability. This suggests that the later results, obtained when students considered decision consequences, did not result from one group being more moral than the other.

With regard to decision consequence, the two schools were very different. In this phase of the study, the students ranked their preferences while considering both the decision (where the money should come from) *and* the consequence of the decision (how many people would be helped). Rankings ranged from 1, for

the most preferred combination, to 16, for the least preferred. The average responses for BYU and NUS are shown in Table 4 (BYU data are represented by the bold-faced top number; the NUS data, by the bottom).

The BYU group tended to favor the *columns* in completing the trade-off table; the first four BYU preferences follow straight down the first column. Since the columns represent a deontological view, *being guided by rules*, the decisions made by the BYU students seem to have been most influenced by those students' internal rules of what is right. This suggests that the BYU students were more concerned about the *legality* or *legitimacy* of the loan than they were about the consequences of the loan.

The NUS students tended to favor the *rows*—three of their first four preferences are in the first row. Since the rows represent a utilitarian view, *being guided by consequences or outcomes*, the NUS students' decisions seem to have been more influenced by how many people would be helped or hurt by the decision. This finding suggests that they were more concerned about the outcomes of the loan than they were about its legitimacy.

What Does This Mean?

When one of the authors was sharing these results in a BYU management course, the class members were intrigued that the BYU students followed moral *rules* but the NUS students did not. After a lively discussion one class member said, "Those Singapore students aren't very ethical, are they?" To this question another student replied, "What would *they* think of us?"

That little exchange gives focus to the dilemma. Is one group right and the other wrong? Can both be right? Here we have members of two cultural groups who, when not considering outcomes, are similar in their view of what is morally acceptable. But when outcomes are added, their decisions are very different. These differences do not seem to be due to differences in *application* of moral principles, for each group appears true to its own moral principles. The differences are in the principles themselves.

Table 3 Mean Responses to Alternatives of Moral Acceptability

Alternatives	BYU	NUS	Significance
Loan from bank	6.59	6.42	ns
Selling family assets	2.61	2.65	ns
Loan from friend	2.64	2.70	ns
Using stock money	1.55	1.78	ns

Table 4 BYU and NUS: Moral Decision-Making Rankings

Outcome would be:	If you got the money from:				
	Loan from bank	Selling family assets	Loan from friend	"Using" friend's money	
Help 1000s of people in your community	1	5	6	13	BYU
	1	2	4	8	NUS
Help 100s of people in your community	2	7	8	14	BYU
	3	5	7	11	NUS
Help a few people in your community	3	9	10	15	BYU
	6	9	10	13	NUS
Not affect your ability to help people	4	11	12	16	BYU
	12	14	15	16	NUS

The BYU students seem to be making moral decisions based on fundamental value rules of right and wrong. They seem to be saying, "It is right to tell the truth; it is wrong to lie. Therefore, the moral thing to do is to tell the truth and not lie." For example, their responses in the family-business scenario indicated they thought it right to get a legitimate loan and wrong to get the money some other way. Compared with the Singaporeans, they see less relativity in their moral choices—what is moral in

moral precepts?" But is it possible that we sometimes fail to act in ethical ways because we become paralyzed by the rightness or wrongness of our decisions rather than respond to the situation or to the consequences of our behavior?

Our study suggests that BYU students are obedient to moral principles found in the scriptures or in the law. We might ask, "Can people truly be moral if they are not obedient to these precepts?" But our study implies that the NUS students are also obedient to the moral principle

One person's moral decision may be different from another's, but both decisions can be moral.

one situation must also be moral in another. Thus, at least in this study, the BYU group appears to be more rule oriented in its moral decisions. These students were true to the song, "Do what is right, *let the consequence follow*" (italics added).

In contrast, the NUS students based their moral decisions less on rules and more on the consequences of their moral behavior. They seem to be saying, "Although it is generally right to tell the truth and wrong to lie, sometimes the greater good seems better served by violating a rule. In those cases, the more moral thing to do may be to lie." For example, their responses to the scenario suggest that their thinking was, "I want to serve the greatest good. If to do this I must use unauthorized funds, then I will do so." Thus, the NUS group seems to be influenced more by the consequences of their action than by hard-and-fast rules that might govern their decisions. And so the NUS students might rewrite the song to read, "Consider the consequence; *then* choose what is right."

This NUS view reflects an unusual moral principle to those of us in the Western world. For us, the connection between obedience and morality is tightly woven. And we might wonder, "Can individuals be truly moral when they are not complying with universal

of serving the greater good. And insofar as that is their moral principle, they have indeed behaved morally, even sometimes by not telling the truth. And possibly they might ask, "Can people truly be moral if they ignore the consequences of their behavior?"

Consider, for example, the Wall Street takeover phenomenon. Most takeovers are probably quite legal and moral from the perspective of stockholders. But the surviving firms seem to give little consideration to the impact of their behavior on the general good. They explain their behavior by focusing on what is *legally* right or wrong, a rule-oriented justification, or in the best financial interest of their stockholders. Amid legal takeovers beset with workers, families, companies, and communities thrown into economic chaos through plant closings, mergers, or consolidations, we read the comment of the surviving CEOs who say, "I did what was right." From a rule-oriented perspective they are probably behaving quite morally; but from a consequence-oriented perspective they are not moral at all.

Studies have widely shown that people *act* much more generously than they *say* they will. In practice, therefore, we suspect that many people who claim that they follow rules in deciding what is *right* will consider consequences when actually faced with diffi-

cult moral dilemmas. When faced with complex moral decisions that have no clear black-and-white resolution—and therefore no *right* choice clearly guided by a corresponding rule—people probably consider the expected outcomes in deciding what to do. For example, even a normally obedient person might reason, "My boss will probably be deeply hurt if I tell her what her supervisor said about her, so I will not tell her the complete truth even if she asks." But while people in a rule-oriented culture may sometimes *behave* as utilitarians, they may feel immoral and guilty in doing so:

"Because it is for the greater good, I should withhold the truth . . . but that makes me not only dishonest but also untrustworthy. Can I live with myself?"

Utilitarians look at moral dilemmas as problem-solving situations, realizing that their decision to serve the greater good might be the moral one.

Stepping back from these data and subsequent results, we see more clearly how hard it can be for an observer to appropriately evaluate the morality of another person. This difficulty is even more evident when different values and cultures are involved. Although each of us may operate consistently using a set of moral principles, those principles are not universally shared. Other principles guide other people and cultures, and we should wonder about the appropriateness of judging those principles as wrong just because they are different.

Our study emphasizes that other cultures, with their attendant values and behavioral principles, can differ dramatically from our rule-oriented notion of morality. One person's moral decisions may be very different from another's, but both decisions can be moral. This study suggests that we have much to learn about ethics in other cultures. Choosing the right is not always a simple matter. E

Notes

¹ Bill Swinyard is a BYU professor of business management and holder of the Marriott School's Fred G. Meyer Chair of Retailing; Tom DeLong is professor of education and associate dean of General and Honors Education at Brigham Young University.

² Quoted in Emerson West, *Vital Quotations* (Salt Lake City: Bookcraft, 1968), 167.

PMI (continued from page 23)

- Improve delegation by making sure people understand what is expected, training them in needed skills, securing a commitment to follow through, and rewarding them for results.
- Reduce procrastination by setting deadlines on all projects, including difficult, important, and unpleasant tasks.
- Eliminate crisis management by setting deadlines for every major task, building in realistic cushions, scheduling regular progress reports, and developing contingency plans.

Strengthened Interpersonal Relationships

People consistently reported that PMIs also help strengthen interpersonal relationships by:

- Improving interpersonal trust. The importance of this cannot be over-emphasized, since trust is second only to financial stability in determining organizational health and effectiveness (Boss, 1978).
- Establishing a clear mechanism for dealing with conflict and taking a preventive approach by resolving problems when they are small. It reinforces the idea that "... when we do not act preventively . . . , we must later on act redemptively but with much less efficiency and [with] fewer and more labored results" (Kimball, 1974, p. 7).
- Providing opportunities for regular feedback on behavior, which can then be used in making midcourse corrections.
- Increasing the amount of communication, since both parties are kept up to date on what is going on both organizationwide and in their respective areas.
- Improving the quality of communication between the two parties, primarily because they trust one another.

Improved Teamwork

Those who held regular PMIs consistently reported that they belonged to stronger and more effective teams. PMIs help ensure effective teamwork by:

- Improving organizational climate (see Figure 1).
- Enhancing group performance and group interaction (see Figure 2).
- Preventing regression after team-building meetings.
- Providing managers with an effective tool for holding people accountable in ways that motivate employees and build trust. Documenting and reviewing assignments ensures that both the supervisor and the subordinate are regularly held accountable for fulfilling their responsibilities.
- Increasing productivity, since commitments are regularly reviewed and assignments do not fall through the cracks. Experience with PMIs thus supports the notion that "When performance is measured, performance improves. When performance is measured and reported back, the rate of improvement accelerates" (Monson, 1985, p. 61).
- Making it easier to administer discipline, since all action items are documented and regularly reviewed, and those who do not measure up can no longer hide. Completing agreed-upon assignments helps people to understand and accept accountability.
- Increasing the potential for rewarding positive behavior, since people who consistently complete their assignments get noticed immediately.
- Improving group decision making by ensuring that people have an opportunity to influence the decisions that affect them and, at the same time, assume the responsibility that comes with participation.
- Upgrading the quality of regular staff meetings, since the PMI provides a forum for resolving one-to-one issues, leaving staff meetings to address unitwide matters.

Enhanced Management and Facilitation of Change

Managers who held regular PMIs with their employees reported greater effectiveness in facilitating and managing change. Specifically, they said that PMIs helped them:

- Sustain change by providing constant contact and reinforcement over time, by providing opportunities for effective communication and problem resolution, and by ensuring a mechanism for holding people accountable—conditions that provide a fertile ground for change.
- Produce historical records necessary to support actions based on performance evaluations (i.e., providing a paper trail to support disciplinary actions and to reinforce promotion and/or salary increase proposals).
- Provide a foundation for effective total quality management (TQM) projects. Of the three TQM program components (statistical measurement, customer service, and cultural change), the most difficult to manage is the organization's culture, particularly in minimizing resistance to change. This resistance is significantly lower in organizations characterized by high levels of accountability and trust, honest patterns of communication, and low levels of interpersonal risk. PMIs contribute significantly to creating such an environment.
- Empower people, since interpersonal power is often best manifest on a one-to-one basis, and effective PMIs provide excellent opportunities for leaders to motivate their people by sharing power, by helping them be successful, and by increasing their interpersonal trust.

Suggestions on Implementing PMIs

PMIs work best under the following conditions.⁵ First, they require a supportive and trusting environment, and the person most responsible for establishing that environment is the leader. Second, they must be held regularly, and the time spent must be free of interruptions. Third, both parties must be willing to prepare for the meeting by coming with an agenda and by completing their assignments. Fourth, documentation and subsequent distribution of the PMI proceedings are facilitated by using standard printed forms. This record forces clarity and provides a tangible product to which both parties can refer and by which they can measure

their success. Fifth, the leader must be willing to hold subordinates accountable and ask the difficult "why" questions when assignments are not completed. Sixth, the leader must also be willing to be held accountable and, therefore, to share power with subordinates, since he or she will also have regular assignments. Seventh, the format must be flexible in both frequency and content. Eighth, leaders must be willing to listen to their people, both intellectually and emotionally, and to respond to what they hear. And ninth, leaders must be willing to empathize with and feel a genuine concern for their people.

Conclusion

It appears that a substantial number of benefits can be gained from holding personal management interviews. The PMI process helps ensure accountability, increase motivation, enhance communication, improve leadership, reward performance, build interpersonal trust, promote organizational health, and decrease burnout. Indeed, it is surprising to many that something so simple as a regular, private meeting with one's immediate supervisor could yield so many positive results.

It is precisely because of its simplicity that some tend to discount it completely. Their reaction is one of disbelief, like that of Naaman, the captain of the host of the king of Syria who had leprosy, when Elisha counseled him to "wash in the Jordan seven times" (2 Kings 5:10). When people are asked to do some great thing, they typically do it. But something as seemingly inconsequential as holding a regular, private interview with those with whom they work seems far too simple.

Research over the past two decades⁶ supports the notion that this administrative tool can be applied in a variety of different contexts with remarkable results. Certainly more research must be done before the results reported here can be considered conclusive. Nevertheless, impressions from employees of five hospitals and 22 other public and private organizations indicate potential gain from regular employee/supervisor problem-solving and information-sharing meetings. E

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Notes

¹ Members of The Church of Jesus Christ of Latter-day Saints will recognize the similarity between the PMI and the Priesthood Interview, the model on which the PMI is based.

² Reasons given for not holding PMIs were as follows: Did not understand they were expected to hold regular PMIs with all their people (45%); already too busy (30%); scheduling difficulties, combined with the desires of their employees (20%); did not want to be held accountable (4%); disliked some of their people and didn't want to spend any more time with them than necessary (1%).

³ Figures 1 and 2 represent the average of the combined scores for the five organizations on the six Likert Profile and the six GBI variables (scales), respectively. For example, the organization scores on the six Likert Profile variables were added together and then averaged. The results were computed in this manner to simplify data presentation. In no situation did the trend for any individual variable differ from the combined trends shown in Figures 1 and 2, and all of the differences between scales were statistically significant (above the .01 level on two-tail pooled variance t-test).

⁴ Due to space limitations, it is impossible to provide the data to support each of these conclusions. For a more complete discussion of the benefits of holding regular PMIs, see Boss, 1989 (from which much of the information is drawn) and Boss, 1993.

⁵ For a more detailed discussion on how to conduct effective PMIs, see Boss, 1989, pp. 101-117.

⁶ Boss (1983) describes how PMIs can help prevent regression following team building meetings for up to three years with no additional interventions. Twenty-year-after data have been collected from several of the natural teams described in the original study. The initial results indicate that regression has been prevented in the natural teams where PMIs have been effectively implemented.

25 BENEFITS OF PERSONAL MANAGEMENT INTERVIEWS

I. Increases Personal Effectiveness

1. Decreases burnout
2. Ensures regular access to supervisors
3. Reduces the number of unnecessary interruptions
4. Provides a structured method clarifying objectives, setting priorities, and planning actions
5. Improves delegation
6. Lessens the tendency to procrastinate
7. Eliminates crises management

II. Strengthens Interpersonal Relationships

8. Improves interpersonal trust
9. Establishes clear mechanisms for dealing with conflict and resolving problems
10. Provides opportunities for people to receive regular feedback on their behavior
11. Increases the amount of communication
12. Improves the quality of communication

III. Improves Teamwork

13. Improves organizational climate
14. Enhances group performance and group interaction
15. Prevents regression after team-building meetings
16. Increases accountability
17. Increases productivity
18. Makes it easier to administer discipline
19. Increases the potential for rewarding positive behavior
20. Improves group decision making
21. Upgrades the quality of regular staff meetings

IV. Helps Managers Facilitate Change

22. Sustains change by providing constant contact and reinforcement
23. Produces historical records necessary to support actions based on performance evaluations
24. Provides a foundation for effective total quality management projects
25. Empowers people

Spotlight On...

Vance Fager is recognized for his outstanding contribution to rural health care. Serving since 1992 as a vice president with Brim Healthcare, Vance oversees 10 hospitals in the Northwest, most of them rural facilities.

He says he particularly enjoys the challenge of smaller hospitals because "There's nowhere to hide; you've got to be more direct, more honest. As a CEO you make difficult decisions, and in a small community those decisions impact the people who live next door."¹

After completing his MPA in 1982, Vance participated in an administrative residency in Roanoke, Virginia. He then worked for Hospital Corporation of America in both Texas and California before joining Brim Healthcare as CEO of the 31-bed Barrett Memorial Hospital in Dillon, Montana, in 1989.

When he arrived at Barrett, the hospital was in the midst of a project to involve local residents in health-care planning and improving the hospital's poor image. When the community made it clear that its first priority was wellness programs, Vance helped Barrett start the Community Health Care Challenge, a now-thriving program to reduce heart disease risk. Other results of the community involvement included reducing the incidence of low-birth-weight babies and establishing immunization clinics and annual health fairs.

The success of Barrett Memorial Hospital and Vance's efforts there have received national recognition. In 1990, Barrett Memorial was recognized as the National Rural

VANCE FAGER



Health Association's "Outstanding Rural Practice." In 1992, *Harrowsmith Country Life Magazine* published a feature article recognizing Barrett's strong community orientation. And in the October 26, 1992, issue of *Modern Healthcare*, Vance Fager was named one of the country's "Up-and-Comers" in health care administration.

Vance is also active politically through his profession. As a part of his undergraduate political science studies at BYU, he interned on the Washington, D.C., staff of Republican Senator James McClure of Idaho. He has since testified at both state and federal levels regarding rural health care issues.

Vance has also served civically through Rotary Club, chambers of commerce, and economic development committee involvement. He is an active member of the LDS Church, having fulfilled numerous ecclesiastical callings.

Vance is married to Diane Gabrielsen Fager. They are the parents of three daughters and two sons. Diane is also a BYU graduate and is a registered dietitian.

Commenting on his philosophy for success, Vance said, "I firmly believe that as I center my life on my relationship with Christ, I become more effective in anything else I try

to do. I become a better decision maker, even on a professional level, because I am more clear on what I want, why I want it, how I want it; and I am less distracted by outside influences."

Notes

¹Lisa Scott, *Modern Healthcare*, Oct. 26, 1992, p. 34.

In 1989, when Carlos Zepeda Reynaga and his family left their native Mexico so Carlos could further his education in the United States, they felt they had burned all their bridges.

After graduating with a chemical engineering degree from the Universidad Nacional Autonoma de Mexico, Carlos heard of scholarships to BYU's Marriott School of Management being available through the International Student Sponsorship Program (ISSP). However, to qualify he needed to speak English. "Since I did not," he related, "we sold everything we had in Mexico to survive in the U.S. while I attended Provo High School as an English student."

Once in Provo, Carlos and his family found it very challenging to overcome the cultural barriers and other difficulties they faced. In the fall of 1990, after much perseverance, he was admitted into the Marriott School of

CARLOS ZEPEDA REYNAGA



Management MBA Program, under ISSP sponsorship. Carlos expressed his family's faith that "when Heavenly Father wants

us to do something in accordance with his purpose, He provides the means to do it."

After graduating with his MBA in April 1992, Carlos accepted a position in Mexico City as quality manager for all of Mexico with Otis Elevator, a United Technologies company. He had learned about the position from Milton Camargo, a 1991 ISSP graduate from Brazil.

During his first five months with Otis, Carlos received extensive training both in Mexico and in the United States. In October of 1992, when the Human Resources Division director for Otis Mexico left unexpectedly, Carlos was asked to assume that directorship in addition to his former responsibilities.

Before moving to the United States, Carlos and his family understood that to qualify for

ISSP assistance, he had to commit to return and strengthen his nation by becoming a church and business leader. As a recently called second counselor in the Pachuca stake presidency, Carlos feels he is now in a position to do that.

Carlos is quick to acknowledge those who made his success possible. In a letter to Delora Bertelsen, Carlos said, "I would like to deeply thank ISSP sponsors. It would not have been possible for me to get my master's degree from Brigham Young University if those persons had not donated their resources to

support me and my family."

Now Carlos has begun to repay his ISSP loans and to restart his family's life in Mexico. "The bridges were rebuilt," he says. "Now is the time to settle down and start giving back what we have received from others."

Carlos, his wife, Silvia, and their two daughters, Aholibama and Haguit, now live in Pachuca, 60 miles north of Mexico City. Aholibama and Haguit attend an American school, where they continue to practice their English.

After working her way through college and becoming seasoned in the business world, BYU graduate Deborah Smith Shelton, now Deborah Smith Dickson, manages her own CPA firm, Smith Dickson and Company, in Irvine, California. Deborah has been managing partner for the past 11 years and has handled corporate and partnership accounts with revenues ranging from \$2 million to \$30 million.

DEBORAH SMITH DICKSON

The career path of the now managing partner began early. Oldest of six children and daughter of a working mother, Deborah learned grassroots management skills at home. She recalls, "money was scarce, so I earned mine working for neighbors."

Eager to get a head start, 16-year-old Deborah worked as an insurance brokerage secretary during her junior year of high school. She used her 75-cents-an-hour wages to pay for classes at BYU-Hawaii. The hard work paid off, and she entered BYU as a freshman with 12 units of straight A college credit and "some good business experience."

Deborah continued to gain business experience through her college years. Taking two semesters off, she worked as a legal secretary in Richard Nixon's former law firm in Whittier, California, during the Watergate era. While at BYU, Deborah and a partner started a plumbing and electrical maintenance business that contracted with many large apartment complexes. As she recalls, the business was "quite profitable and was sold upon graduation."

The Newport Beach office of Deloitte Touche (formerly Touche Ross) hired Deborah as an auditor after she completed BYU undergraduate work in business management. Within two years she became in-charge accountant of the Coopers and Lybrand Newport Beach Entrepreneurial Services Division. Deborah later received a master's degree in taxation after studies at California State College, Fullerton, and Golden Gate University.

Two and a half years later, Deborah opened her own CPA

firm in Orange County. Smith Dickson CPAs handles financial statements (audits, reviews, or compilations), tax returns, tax planning, and internal control structuring. The firm also provides civil and family law litigation support services.

The mother of three children and wife of a BYU graduate and lawyer, Deborah still maintains her own interests including golf, skiing, music, and church and community

service. While she loves being with her children, she notes that "relaxing without the children" is also an occasional activity. One of Deborah's clients is a golf association that sponsors tournaments at elite Southern California courses. Deborah naturally negotiated an invitation to play in the tournaments.

Deborah renders church and community service through teaching, speaking, and using her musical talents. After 12 years as church organist, and several years as a teacher, she is now music coordinator for her LDS ward.

She is also a frequent guest speaker, addressing such gatherings as the Orange County Bar Association tax group, real estate groups, a local

title company, banks, womens' professional groups, a hospital, and doctors' associations. Among her favorite speaking engagements have been a seven-day Hawaiian cruise financial and tax planning seminar and a series of annual medical continuing education meetings held at ski resorts such as Snowmass, Snowbird, Whistler, and Sun Valley.

Other professional activities include Deborah's involvement with the CPA Litigation Services Committee in Orange County, the California Society of CPAs, and the American Institute of Certified Public Accountants.

Deborah says she has chosen "a demanding profession where you earn opportunities against competitors who play for keeps." In her words, Deborah deals with clients "who often expect the impossible". Her business philosophy is "if you're not ready to run and gun with the big boys, you can't play ball."





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