1983

Management

Helen Kjelmyr

University of North Dakota

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MANAGEMENT

By Helen Kjelmyr
Management
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The Beginnings

The University of North Dakota had been in existence slightly more than two-thirds of a century by the time Management achieved status as an independent department in 1951. For many years before 1951, however, courses that later became part of the Management curriculum were being offered by the Economics Department in the College of Liberal Arts. In the 1909-1910 University catalog, for example, Corporation Finance was listed among the courses taught by Meyer Jacobstein, BA, MA, and PhD from Columbia University, Assistant Professor of Economics. The description of the course given in that earlier catalog reads as follows: "A concrete study of the financial methods of railroads and industrial corporations. An intensive study is made of specialized topics such as promotion, consolidation, capitalization, income and expenditures, debt, balance sheet, etc."

Corporation Finance is still included as a core course in the College of Business and Public Administration and, since the inception of the Management Department, has been taught by members of the Management faculty. The course content has, of course, been changed over the years so that the description now reads (in the 1982-1984 catalog): "An introduction to business finance that includes a survey of forms of business organization and the business and tax environments. Emphasis is on the finance function and procedures of analysis for working capital management, capital budgeting, costs and sources of short-term and intermediate-term funds, costs and sources of permanent capital, dividend policy, financial structure, and evaluation."

By 1917, when a four-year Course in Commerce was organized within the College of Liberal Arts, two courses had been added--Industrial Organization and Management and Business Administration--that were similar at least in name to offerings in today's Management Department. Between 1917 and 1924, another course, Office Methods, was added. The 1937-1938 catalog lists this course under the new name of Office Management. It was taught by members of the Management faculty and was offered as an elective in the curricula of the School of Commerce and later in the College of Business and Public Administration. In 1973 a member of the faculty of the Department of Business and Vocational Education began teaching this course and ultimately it became part of that Department's curriculum.

The new School of Commerce, organized in 1924 and approved by the University Council in 1925, was fortunate to be assigned space in the new Law Building. Ezra T. Towne, previously director of the four-year Course in Commerce, became the first Dean of the new School and under his leadership eleven groups of courses were developed, one of which was General Business. This group included Corporation Finance, Business Organization and Management (apparently a replacement for Business Administration), Industrial Organization (the words "and Management" having been eliminated from the earlier title), and Office Methods.
In 1927, Edith Kay was hired to teach two courses that eventually became part of the Management curriculum. Having a woman teach business courses was unusual for that time; and she probably encountered problems, for the School had been, and was for many years, thought of as a bailiwick primarily for men. It has been reported that in the decade of the twenties women students were not accepted graciously by some male faculty members; and the writer, who attended UND in the thirties, felt that students sometimes did not extend to Miss Kay the same respect accorded to most male faculty members.

Miss Kay taught Personnel Administration, the first time this course had been offered, and English of Commerce. These were later included as core courses when the separate Management Department was established, but Personnel Administration was later renamed Personnel Management. English of Commerce underwent several title changes. The first change came about because the instructor hired in 1946 to teach this course felt the title was somewhat demeaning; she believed it implied the English used in business was different from the accepted Standard English. Also, changing the title to Advanced Business Writing seemed to be in accord with the English Department's title change of its junior level course from Commercial Correspondence to Elementary Business Writing. Advanced Business Writing was eventually given the more specific name of Business Reports and Letter Writing. In 1977, this course was transferred to the Department of Business and Vocational Education where it is now called Business Communications.

Adolescence

In 1934, Management attained what might be termed its adolescence; for although seventeen more years would elapse before it finally became an independent department, it now shared with Marketing in a new grouping of courses. Under Economics and Political Science, a new subdivision, Marketing and Management, was formed. Despite the improved status of these two disciplines, marketing and management courses retained their economic designations until 1949 and 1951, respectively. For example, Personnel Administration was listed as Economics 418, Office Management as Economics 325, English of Commerce as Economics 321, and Business Organization and Management as Economics 424.

Apparently the new subdivision did not at first have departmental status, for it had no "head" (the term then used for department chairmen). By 1938, however, it had been recognized as a department for among the faculty included in that year's catalog was Wayne McNaughton, Professor and Acting Head of the Department of Marketing and Management. Then, in the 1942 catalog, Willard E. Davenport, who had come to the University in January of that year, was listed as Associate Professor of Marketing and Head of the Department of Marketing and Management. Courtney F. Schley, MBA from Harvard who had arrived at UND in 1939, taught two management courses--Business Organization and Management and Corporation Finance--as well as several courses in economics.

Until the creation of the Management Department in 1951, no new management courses appear to have been introduced. Also the faculty of the entire School of Commerce remained relatively stable, except for the loss during World War II
of some members who either went into the Armed Services or who left to serve in various governmental agencies. Courtney F. Schley, later to become the first chairman of the Management Department, served as District Price Economist with the Office of Price Administration for almost four years. During those years management and finance courses were taught by members of the Accounting, Economics, and Political Science departments.

In 1946, the year immediately following the cessation of hostilities, the University welcomed a great number of discharged veterans. Many of these returnees enrolled in the School of Commerce, for prior to being drafted they had completed at least one year of the two-year pre-Commerce curriculum. Mr. Schley and a new instructor, Helen Kjelmyr, were the only faculty members to teach management courses. Kjelmyr, a UND graduate of 1937, had been teaching in Illinois. She recalls with some amusement Dean Towne's letter to her in which he cited the "invigorating winters" of North Dakota as a reason for her to leave Chicago and return to her alma mater. A native North Dakotan, she managed to survive those winters until her retirement from UND in 1977.

Adulthood

Finally, Management was reaching its maturity, for in 1950 steps were taken toward forming an independent Management Department. That development is described in a letter dated March 8, 1982, from Courtney F. Schley, the Department's first chairman. The following is his report as he recalls the discussions and decisions that preceded the creation of the new department.

"In 1950, in order to give further emphasis to business administration developments, it was felt that substantial changes should be made in the curricula offered by the School of Commerce. Discussions were had among Dean Thomas Clifford; Professor Sam Hagen, Head of the Economics Department; Associate Professor Willard E. Davenport, Head of Marketing and Management; Courtney F. Schley, Associate Professor of Finance, and others. It was decided that an updated core curriculum would be established for all students receiving the BSC degree.*

"It was also decided that certain of the courses in the core curriculum should be made the responsibility of a new department and that this new department be created by withdrawing Management from the Marketing and Management Department.

"The new Management Department, authorized by the State Board of Higher Education in 1951, was made responsible for the core curriculum courses of Business Policies and Management, Corporation Finance, Industrial Management, Business Reports and Letter Writing, and Principles of Management. Business Policies and Management, regarded as a capstone course to be taken in the senior year, was adapted from the Harvard Graduate School of Business and served to introduce the case method of instruction.

*Since 1955, when the School of Commerce was named the College of Business and Public Administration, graduates have received the BSBA degree, Bachelor of Science in Business Administration, or the BSPA degree, Bachelor of Science in Public Administration.
"The Management Department was given responsibility for four major programs. The former General Business program was substantially changed and renamed General Business Administration. The Secretarial program was also changed substantially. Two new programs established were Industrial Management and Personnel Management. In order to support these major programs adequately, the Department developed several new courses over the next few years.**

"The original members of the new Management Department were Courtney F. Schley, Department Head, Helen M. Kjelmyr, and James C. Hodgetts. Mr. Schley taught Business Policies and Management and Corporation Finance, Mr. Hodgetts taught Principles of Management and Industrial Management, and Miss Kjelmyr taught Business Reports and Letter Writing. These were all core courses."

The fifties and sixties saw several Management faculty members come and go, and not until 1962 did the Department have as many as five on its faculty to teach the proliferation of new courses and large classes. By the late sixties, the faculty had been enlarged to six members and by 1972 to seven.

From 1951 to 1971, almost the sole mission of the Department was teaching. For most of that period, teaching loads were such that the faculty members were not well able to devote time to research or to community and state service. Further, the entire College had expanded to the point that it had outgrown its quarters in the Law Building. Some faculty members had their offices in other buildings on campus, and all of them spent considerable time in traveling between the various buildings to which their classes had overflowed. The entire College faculty was aptly referred to as the "suitcase faculty." The writer, whose office remained in the Law Building, remembers having had classes in Babcock, Old Science, Chandler, Merrifield, Abbott, Leonard, and Twamley.

Despite these problems, Mr. Schley writes as follows: "Over the years from 1921 to 1971, many talented and competent people served as faculty members of the Management Department. A great many made very useful contributions and went on to good positions in many of the Nation's colleges and universities."

A significant event occurred during the first twenty years of the Department's existence when, in 1962, the United States Air Force Institute of Technology indicated an interest in establishing through the University a graduate program in industrial management. Mr. Schley reported as follows: "Christopher Hamre, then Dean of the Graduate School, and Thomas Clifford, then Dean of the College of Business and Public Administration, had numerous conferences with members of the Air Force which resulted in the Management Department's being asked to design the curriculum for the degree of Master of Science in Industrial Management. The program was submitted to and approved by Dean Hamre and the U. S. Air Force Institute of Technology. It was put into effect, **

**Among the new courses Mr. Schley refers to in his letter were Financial Administration, Management of Small Business Enterprises, Problems in Financial Management, Production Management, Production Planning and Control, Problems in Production Management, Problems in Personnel Management, and Human Relations in Business.
and the Management Department continued to be of assistance, both in counseling and in providing teaching personnel."

By 1972, 118 Air Force personnel had received the MS degree in Industrial Management. In that year a Master of Business Administration degree program was established at the Grand Forks and Minot Air Force Bases to replace the former program. The new degree, the MBA, provides a more general background for its candidates; but Richard C. Korsmo, Administrator of the program at the Grand Forks Air Force Base, states that it is heavily oriented toward management. By June of 1982, four hundred students had received one of the two degrees.

The seventies witnessed several personnel changes in the Department. Courtney Schley retired as Chairman in 1971 but continued on the faculty as a teacher of Corporation Finance and Business Policies and Management until his final retirement in 1976. Since 1971, the Department has had six different chairmen. The first was Earl D. Alberts, previously of the Marketing Department faculty, who was appointed in 1971 and served in that capacity until his resignation in 1974. He still holds the position of Professor of Marketing in the Minuteman Graduate Program at Grand Forks Air Base. John G. Watson succeeded Alberts as Chairman but resigned in 1975 to go to Saint Bonaventure University in Olean, New York, where he is now Vice President of Academic Affairs. He, in turn, was followed by Harlan Van Over who served as Chairman from 1975 to 1977. After his resignation, W. Fred Lawrence served as Acting Chairman until 1978 when he became Assistant Dean of the College. Lawrence has retained his title of Associate Professor of Management and in 1980 was named Director of the MBA program in the College. Paul Taylor from the Department of Economics, who was appointed Chairman in 1978, resigned in 1980, at which time Manoj (Tom) Basuray was promoted to the position which he still holds.

It was in the seventies, too, that the members of the Department's faculty began engaging in service projects for various State agencies and for communities within the State. Several factors apparently contributed to this new activity. Especially important was the College's move in 1968 to its new home in Gamble Hall. The new quarters provided ample space at the time and much improved facilities needed by all the departments, by Management no less than the others. Also, additional faculty with doctorate degrees provided the manpower and expertise to take on outside projects.

Among the State agencies served by the Management Department have been the State Highway Department, the Social Service Board, the North Dakota League of Cities, and the Employment Security Bureau of North Dakota. Various members of the Department participated in conducting management development seminars for these agencies and for other governmental units throughout the State. These seminars have been continued for several years.

Services provided to communities have included an analysis of the management and organizational structure for the city of Devils Lake, management seminars for the city of Minot, and job classification programs for the cities of Minot, Hillsboro, Cooperstown, Wahpeton, and Grafton, and for the Northwest Regional Corrections Center in Crookston, Minnesota. Locally, members of the Department faculty have conducted seminars, or provided consultant services, for the United Hospital, Western Potato Company, the Rehabilitation Center, the Red
River Valley Credit Association, the First Federal Savings and Loan Association, the Dakota Bank, and other banks in the area.

Initially, John G. Watson seems to have been the prime mover in these activities, but other participants whose names appear in the Department's annual reports dating from 1971 through 1977 are Earl Alberts, Manoj (Tom) Basuray, Kenneth Caugheron, Boyd Johnson, Fred Lawrence, Steven Scherling, Leo Simpson, and Harlan Van Over.

Since 1977, members of the Department have been increasingly active in attending meetings of professional societies, in presenting papers at those meetings, and in writing for professional journals. Those who presented papers at professional societies included Rolf Christiansen, who gave a paper at the Midwest Finance Association, and Tom Basuray and Steve Scherling who submitted research papers at the Mountain Plains Conference, Omaha, and at the Association for Business Simulation and Experiential Learning Conference, Denver. The latter paper received the Association's award as the outstanding research paper of the year (1978). Paul Taylor wrote a comparative analysis of two finance books for Prentice Hall. Further, he served as consultant to two groups who were attempting to secure bank charters, taught the American Institute of Banking course on bank investments for a group of area bankers, and was a visiting scholar at Jamestown College.

The 1979-1980 Department annual report reveals that the Department received two grants: $1000 to Stephen Blythe from the UND Faculty Research and Development Fund for research in Japan and $2400 to Tom Basuray and Steve Scherling from the UND Bureau of Business and Economic Research for research on North Dakota personnel practices. In the same report Stephen Blythe is mentioned as having presented a paper at the National Academy of Management Conference in Detroit and Fred Harris for having been published in a Research Report of the Department of Civil Engineering, the School of Engineering and Applied Science, Princeton University.

Faculty who have come to the Department since the middle seventies have been changing the curriculum to conform to new trends and to meet the needs of business in the 1980's. In 1974, a new course, Organization Behavior, was added. It emphasizes the behavior that occurs in organizations and aims to develop knowledge and skills for dealing with behavior as it exists and for affecting and changing it. Organization Theory, introduced in 1976, provides an overall review of the development of organization theories, their current status, and their future transitions. Other new courses added that year were Wage and Salary Administration, a motivation theory of pay and its relation to organization effectiveness, and Union-Management Relations, an overview of the role of labor unions with emphasis on the collective bargaining process.

The recent chairmen of the Management Department and their faculties exhibit an approach to management which is somewhat different from that of earlier faculty members. Their new approach coincides with a management philosophy that is greatly concerned with the human resources in an organization, especially the interactions of people with each other in a business environment and the interrelationships that develop both of which affect behavior and ultimately the success of the organization. Further, the younger professors of management are keenly aware that management must be socially conscious so business may meet society's expectations and that it must be internationally minded since
business carried on between the United States and other nations is constantly increasing. New courses previously mentioned have been added to achieve these objectives, and the teaching methods used to promote learning have undergone substantial changes. The lecture method, used almost exclusively in the past, has given way to more modern techniques such as the case method, introduced by Courtney Schley in 1951, role playing, and the even newer techniques of simulation and experiential learning. The aim of these innovations has been to present course material more effectively to the students so that they will more easily grasp management theory and its applications.

In addition, students in the Department have an opportunity to enhance their education by becoming members of the Management Club or the Personnel Management Club, the latter being a chapter of the American Society for Personnel Administrators. These clubs, student operated and student controlled, aim to increase understanding of the social, psychological, technical, and economic implications of modern management. This objective is achieved in a number of ways. For example, members organize field trips to larger cities where they visit business firms, and they recruit speakers from local businesses who have discussed a wide variety of business subjects.

In 1980, the Department underwent an organizational change. Until that time, it had offered three major programs: General Business Management, Personnel Management, and Industrial Management. (The Secretarial program had been dropped previously.) Now it offers only a single comprehensive management program; but students, by taking appropriate elective courses, can concentrate on one of four areas—production, personnel, finance, and international business.

By the fall semester of 1982-1983, the Management Department faculty had grown to include fifteen full-time and five part-time members to serve the increasing student enrollment. During the school year of 1981-1982, the Department was second only to the Accounting Department in the number of credit hours generated. In the same year, it had 387 majors and surpassed all the departments in the College of Business and Public Administration in the number of its graduates (121).

During the thirty-two years of its existence, the progress of the Management Department has been generally upward, but the Department has, of course, had some problems. A continuing one for many years has been a high rate of faculty turnover. Others that have contributed to this major problem are faculty salaries that have not always been competitive, inadequate opportunities for research and summer teaching, and insufficient funds for computer facilities.

The present chairman reports that the University Administration, specifically President Clifford and Dean Rowe, have been increasingly supportive in helping to lessen these problems. Salary raises for faculty have helped to slow down turnover, faculty perceive greater encouragement for research and publishing, and computer facilities are much improved. The future looks good for the Management Department.
<table>
<thead>
<tr>
<th>Management Faculty</th>
<th>Year of Appointment to UND</th>
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<tbody>
<tr>
<td>Courtney F. Schley (Chairman 1951-1971)</td>
<td>1939</td>
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<td>Helen M. Kjelmyr</td>
<td>1946</td>
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<td>James C. Hodgetts</td>
<td>1951</td>
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<td>Ray Ziegler</td>
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<td>Lyle O. Ball</td>
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<td>Thorpe H. Boyd</td>
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<td>Ralph Toler</td>
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<td>Alan C. Filley</td>
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<td>Hilary R. Beth</td>
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<td>Svea M. Nilsson-Risto</td>
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<td>Jack H Doty</td>
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<td>Kenton L. Anderson</td>
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<td>Walter L. Bishop</td>
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<td>Douglas A. Elvers</td>
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<td>Kenneth Kahl</td>
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<td>Richard L. Fuller</td>
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<td>Leo Simpson</td>
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<td>James Torian</td>
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<td>John G. Watson (Chairman 1974-1975)</td>
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<td>J. Richard Williamson</td>
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<td>Kenneth D. Caugheron</td>
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<td>Steven A. Scherling</td>
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<td>Harlan Van Over (Chairman 1975-1977)</td>
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<td>Manoj (Tom) Basuray (Chairman 1980-)</td>
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<td>C. Boyd Johnson</td>
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<td>Precha Thavikulwat</td>
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<td>Jamshid Mehran</td>
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Karl Lindquist 1980
Sam Sung 1980
Shu-jen Yen 1980
Randy Newman 1980
Abraham Shani 1980
Bruce Eberhardt 1981
Rolf Tedefalk 1982
Allen Baillie 1982
Mary Kay Sauter 1982
Kenneth Melland 1982
Donald Porter 1982
Sally Page (currently part-time) 1982
Janet Blue (currently part-time) 1982