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Management Department History

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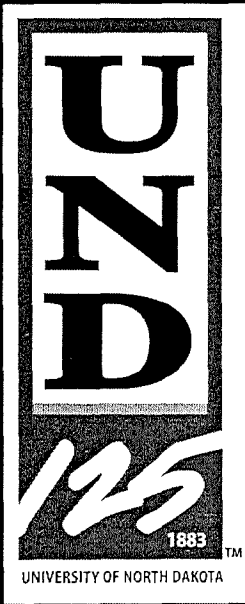
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UNIVERSITY OF NORTH DAKOTA :: QUASQUICENTENNIAL :: DEPARTMENT HISTORY



UNIVERSITY OF NORTH DAKOTA
1883-2008
CELEBRATING 125 YEARS

MANAGEMENT DEPARTMENT
HISTORY



John J. Vitton, Ph.D.

MANAGEMENT DEPARTMENT HISTORY¹

College of Business and Public Administration
University of North Dakota

THE EARLY YEARS (1909-1951)

The Industrial Revolution in Europe in the early 1800s was followed by a similar industrial era in the United States in the later half of the 19th century. Many of the early factories used hit-and-miss traditional production work that made little use of science, mathematics and studies of the accomplishment of work. This all changed with the advent of “Scientific Management” in the 1880s through the early years of the 20th century, to improve the efficiency of production. The first management publications were published almost exclusively in engineering journals and discussed before associations such as the American Society of Mechanical Engineers.

“Recognizing the need for managerial education, a Philadelphia financier and manufacturer, Joseph Wharton, gave \$100,000 to the University of Pennsylvania to establish a department to provide the education and training needed for careers in management... For seventeen years, it was the only such school, until 1898 when the Universities of Chicago and California established their business schools, and by 1911 a total of thirty such schools were in operation.² Henry R. Towne, president of Yale and Towne Manufacturing Company for 48 years, “pleaded for the recognition of a science of management with its own literature, journals, and associations” to disseminate this knowledge. He noted the establishment of industrial management courses in technical colleges and universities, between 1886 and 1921 and credited Frederick W. Taylor as the apostle of the scientific movement.³ Other disciples of Scientific Management such as Frank and Lillian Gilbreth searched for reduction of extraneous motions using time and motion studies. Henry L. Gantt, recommended training workers and Harrington Emerson authored a book entitled *The Twelve Principles of Efficiency*.

The developing nation-wide interest in management-oriented education also affected the University of North Dakota curriculum, of that era. The University of North Dakota’s 1909-1910 catalog showed that Corporation Finance was listed among the many UND courses taught by Assistant Professor of Economics, Meyer Jacobstein, BA, MA, Ph.D., from Columbia University. By 1917, when a four-year Course in Commerce was organized within the College of Liberal Arts, two management-oriented courses, Industrial Organization along with Management and Business Administration, were being taught.

Between 1917 and 1924, another course, Office Methods, was added. The 1937-1938 catalog listed 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. The new School of Commerce, organized in 1924 and approved by the University Council in 1925, was assigned space in the new Law Building. Ezra T. Towne 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, Industrial Organization, and Office Methods.

1. For an unabridged version of the history of the UND Management Department see Helen Kjelmyr’s Management, covering the years 1909 through 1983. The initial paragraphs devoted to “Scientific Management,” the abridged history from 1909 to 1983, and the 1984 to 2007 history were researched and compiled by John Vitton, Ph.D. in late 2007.
2. “How Business Schools Began,” *Business Week*, October 12, 1963, pp. 114-16.
3. George, Claude S. Jr. *The History of Management Thought*, Prentice Hall, 1960, P. 80.

In 1927, Miss Edith Kay was hired to teach two courses: Personnel Administration, (the first time this course had been offered) and English of Commerce which was later named Advanced Business Writing and then named Business Communications. In 1934, a new subdivision, Marketing and Management, was organized under Economics and Political Science. The 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.

During World War II, many faculty members either joined the Armed Services or other 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 Kjelmeyer (1988 UND graduate) were the only faculty members to teach management courses.

THE 1950s

In 1950, steps were taken toward forming an independent Management Department. That development, in retrospect, was described in a letter dated March 8, 1982, from Courtney F. Schley, the Department's first chairman:

"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 amongst 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 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. Among the new courses were Financial Administration, Management of Small Business Enterprises, Problems in Financial Management, Product Management, Production Planning and Control, Problems in

Production Management, Problems in Personnel Management, and Human Relations in Business. 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.”

“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. Kjelmlyr, 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 Kjelmlyr taught Business Reports and Letter Writing. These were all core courses.”

THE 1960s

It was not until 1962, that the Management Department had 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.

In 1962, the United States Air Force Institute of Technology indicated an interest in establishing a graduate program in industrial management, through the University. Mr. Schley reported this 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 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, 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, provided a more general background for its candidates; but Richard C. Korsmo, Administrator of the program at the Grand Forks Air Force Base, stated that it was heavily oriented toward management. In the next ten years, four hundred students had received one of the two degrees.

THE 1970s

From 1951 to 1971, almost the sole mission of the Department was teaching. Since most of the faculty members had their offices in other buildings around campus, all of them spent a considerable amount of time walking from building to building for various classes. The entire College faculty was aptly referred to as the “suitcase faculty.”

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 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 continued to hold the position of Professor of Marketing in the Minuteman Graduate Program at the 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, as Vice President of Academic Affairs. He, in turn, was followed by Harlan Van Over who served as Acting Chairman from 1975 to 1977. After his resignation, W. Fred Lawrence (Georgia State University) served as Acting Chairman until 1978 when he became Assistant Dean of the College. Lawrence 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 (University of Oklahoma) was named chairman.

In 1974, a new course, Organization Behavior, was added. It emphasized the behavior that occurred in organizations and aimed to develop knowledge and skills for dealing with behavior as it existed and for affecting and changing it. Organization Theory, introduced in 1976, provided 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.

Since 1977, members of the Department were increasingly active in attending meetings of professional societies, in presenting papers at those meetings, and in writing for professional journals. It was in the seventies, too, that the members of the Department’s faculty began engaging in service projects for various State agencies, several banks, 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.

The Management faculty adopted a philosophy that had a human resources orientation in

organizations. The interaction of people in a business environment and the interrelationships that affect behavior and ultimately the success of the organization were emphasized. Furthermore, the younger professors of management were keenly aware that management must be socially conscious so that businesses meet society's expectations. Also, management studies must be internationally-minded since business carried on between the United States and other nations has been constantly increasing. New courses previously mentioned were added to achieve these objectives, and the teaching methods used to promote learning underwent substantial changes. The lecture method, used almost exclusively in the past, gave 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 was to present course material more effectively to the students so that they could more easily grasp management theory and its applications.

Until 1979, the Management Department was offering three majors: Industrial Management, Personnel Management, and General Management. A review in 1979 indicated that the majority of the students were opting for the General Management major program of studies. The proportion of students opting for either of the other two majors was less than 5%. Also, it was noted that the inability to hire qualified faculty precluded the Department from offering the upper division required courses in the Industrial Management major program of studies. In 1980, the Management Department implemented its decision to discontinue the existing Industrial and Personnel Management majors. A single major, Management, was created with concentrations available in Production, Personnel and International Business areas. The overall constraints in faculty resources, the inability to maintain a core faculty group in each specialization, and increased student enrollments dictated the logic of program consolidation. While the student enrollment in the College and the Management Department increased during the 1975-83 period, virtually all of the students seeking a Management major opted for the General Management program of studies. They avoided the more quantitatively-oriented technical majors such as Production Management and Personnel Management. At the same time, the demand for finance-oriented courses incorporated in the Management Department increased significantly, reflecting the national trend.

THE 1980s

In 1980, the Management Department underwent a significant 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). A single comprehensive management program evolved. Students taking appropriate elective courses, could 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 increased student enrollment. During the thirty-two years of its existence, the progress of the Management Department had been generally upward, but the Department also experienced some problems. A continuing problem

for many years had been a high rate of faculty turnover, as faculty salaries had not always been competitive. Inadequate opportunities for research and summer teaching and insufficient funds for computer facilities were other problems. Salary raises for faculty helped to slow down the turnover. Faculty perceived greater encouragement for research and publishing, and computer facilities had been much improved.

In the **Annual Report for the 1983-1984 Academic Year**, Tom Basuray, the Management Department Chairman, stated that "Generally, the Department exhibited movement toward greater professionalism and quality enhancement." He cited the fact that "faculty commitments are especially gratifying in the historical context of mediocrity and output at the minimum threshold of acceptable performance embedded in the organizational climate." The Dean's support, the unswerving desire of the College to obtain national accreditation, despite the momentary setback experienced during the initial 1982-83 effort, the flow of alumni funds to the College, and the abatement of enrollment growth pressures experienced during the previous years had a positive impact on faculty morale. Factors that impacted negatively on the productivity and growth of the Department were "The faculty salary freeze mandated by the State Government; the reduction in the supply of terminal degree graduates nationally in business-oriented programs, accompanied by a sharp improvement in faculty salaries nationwide, and the significant differences in summer teaching salaries for faculty between UND and other institutions." No faculty resigned at the end of the 1982-83 Academic Year. "Then, the fragile stability was shattered, precipitated primarily by the salary freeze imposed upon the institution." Three faculty members resigned at the end of the Fall Semester 1983 and another was terminated who failed to complete the terminal degree requirement. Two more faculty members were actively exploring job opportunities elsewhere. The department was successful in hiring three qualified Ph.D.s from the University of Illinois, Northwestern University, and the University of Texas at Dallas for Fall Semester 1984. The rank distribution of faculty for Fall 1984 included six Associate Professors, five Assistant Professors, and three instructors.

The **1983-84 Annual Report**, stated that money was tight and for the past five years and the Department had appealed to UND administration about its need in this area, without success. The Chair submitted an itemized budget request for conversion of an existing classroom (GH 320) to an audio-visual equipment supported behavior laboratory. The facility's performance was being tested. Four years earlier, the Department re-prioritized scholarly activities as a central goal of faculty performance. This was designed to attract young, but competent faculty to the Department by providing necessary incentives; to be compatible with AACSB standards, and to augment the quality of the Department's academic programs. Faculty productivity was steadily increasing and the 1983-84 Annual Year performance was outstanding. The AACSB accreditation (received in May 1984) further reinforced the need for standard policies and activity.

The pace of faculty involvement in research continued to be steady. Don Porter (Ph.D., Stanford University) and Abraham Shani (Ph.D., Case-Western) completed the data collection phase of their Bureau of Business and Economic Research sponsored research study into N.D. Small Business Firms' behavior. Grants and funds were also received for studying and researching. Bruce Eberhardt (Ph.D., Iowa State University) received a \$500 research grant from the UND Faculty Research Committee to study the antecedents and consequences of the cognitive styles of

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business students. Rolf Tedefalk (Ph.D., University of Minnesota) received a \$1,500 research/travel grant from the BPA College Dean in Spring, 1984 to investigate the feasibility of operationalizing database packages in finance. Tom Basuray, Precha Thavikulwat (Ph.D. University of Minnesota) and Don Porter re-submitted a grant proposal to U.S. Information Agency to conduct a Small Business Management Exchange Program with Thammasat University in Thailand.

The **Annual Report, for the 1984-85 Academic Year** stated that the year began with its fears of faculty attrition becoming a reality. Even though the Department succeeded in hiring four new faculty, five faculty resignations led to a negative balance among terminally qualified, tenure track faculty.

The department consisted of three distinct sub-specialties: Management and the Applied Behavioral Science group; the Production and Quantitative Decision group; and the Business Policy group. Additionally, the department contained faculty in the corporate finance specialty area. Within the College of Business and Public Administration (BPA) educational programs, the ability to sustain academic specializations parallel to the department's faculty sub-specialties would require at least four core faculty in each sub group bringing the ideal FTE size in the department to 16. Currently, at the 1985 market salary level, the department is funded for 12 FTE's. Also, the high faculty attrition rate in the department, brought about by salary freezes of the past several years, made it extremely difficult to offer the required courses in specific major areas.

The demand for Management courses from non-BPA programs increased at a rapid rate. A prime example was the Center for Aerospace Sciences. The 1984 accreditation of the BPA undergraduate program meant accommodating approximately 450 BPA majors per year for 12 hours of Management core courses.

The concept of change was approached at two levels in the 1984-85 Academic Year, short term and long term. A graduate level elective course entitled Seminar in Entrepreneurship (Mgmt. 525) was introduced into the curriculum. Approval was received to switch all of the Real Estate courses from the Marketing Department to the Management Department with appropriate revisions of the departmental prefix, the titles, and course content. Mgmt. 438, International Finance, which was cross-listed with Econ. 438 under the same title, was dropped. As a replacement, a new course, International Finance Management (Mgmt. 415), was proposed. However, the central long-term objective of the Management Department was to discontinue the remaining undergraduate major in the Management area. First, with the elimination of the Management major, the Department's primary role within BPA would be one of service. The department was also researching the feasibility of offering an undergraduate health care management concentration within the B.B.A. degree in the College.

The departure of five faculty members created two vacancies in Business Policy, one vacancy in the Production Management, one vacancy in Finance, and one vacancy in Organizational Behavior. Of the five departing faculty, four were terminally qualified in specific Management

sub-disciplines. Despite the best recruitment efforts, the vacancies in Business Policy, Finance, and Production sub-specialty areas continued, severely weakening the educational posture in these areas. It was also important to note that the supply of qualified faculty was critically short in the above three areas. Historically, the Department augmented the shortages of terminally qualified faculty with temporary faculty personnel with Masters degrees and 1984-85 was no exception. Three full-time temporary instructors and two part-time adjunct instructors were utilized to offer the minimum necessary sections for required management courses.

Funding was also an issue. The Department did not succeed in obtaining any funds for creating an audio-visually equipped behavior laboratory. The Department had been requesting such funding for the past six years. Given the current trends in behaviorally-oriented management education, the absence of audio-visual equipment for behavior skill development had been extremely counterproductive. Once again, the Dean was urged to take note of the situation and take appropriate action to secure such funds.

In 1984, the BPA undergraduate degree program was fully accredited by the AACSB. The accreditation drive necessitated a quantum change in emphasis upon scholarly activity by College faculty. First, the College had to strengthen its faculty scholarly profile in order to pass the mandatory graduate program accreditation review scheduled for 1988. Second, the Department's faculty scholarly output was not evenly distributed. Active measures were needed to encourage the non-productive faculty to get involved. Third, the 1984 high faculty attrition rate had a devastating impact on research and scholarly activity programs of the Department. Three of the five departing faculty had been making significant contributions in this area.

The **1985-86 Academic Year** Annual Report states that from a historical perspective, the year "would be viewed as a period of suspended animation when the forces of change gathered momentum under an appearance of tranquility. The Management Department, generally speaking, succeeded in adhering to the accreditation standards in its undergraduate program offerings. The primary requirements of undergraduate program accreditation were: (1) the number of doctorally prepared faculty involved in the program, (2) a reasonable amount of scholarly accomplishments by faculty, and (3) inclusion of specific business topics within the core curriculum. No additional doctorally prepared faculty were added to the 1984-85 roster. Significant time and energy were invested in recruitment and selection activities. However, we were unable to match competing salary offers from other universities and lost the candidates because of resource constraints. The Management Department's salary budget can accommodate 12 full-time faculty at the existing marketing rate, while 15 faculty are minimally needed to cover the 46 sections of required courses in the undergraduate program. Consequently, we were forced to hire temporary and visiting faculty to augment the faculty resource base needed for required course coverage."

A majority of faculty were active in the area of potentially publishable scholarly pursuits. AACSB Masters program accreditation demanded a significantly higher degree of scholarship for faculty. All faculty were required to be involved in research and publication activities. AACSB's standards of scholarship for Masters program accreditation were not being currently

met by the College and the Department.

UND did not take any action to define its graduate program of studies in Business. A budget to create and deliver the graduate program and specific objectives regarding the future of the programs were not articulated. Such restructuring needed to be activated immediately with the departments given appropriate directions, and curriculum changes put into effect. So far no such planning has been undertaken at the College or the department levels. If the current Masters programs are deemed unaccreditable, then the College should explore the possibility of dropping/suspending the Masters programs and merely continuing with the accredited undergraduate program. Getting the undergraduate program re-accredited appeared to be highly likely. Additionally, North Dakota State University had for some time pursued the establishment of a College of Business on the Fargo campus. Fargo, with its larger metropolitan area, would be more attractive to potential faculty, enhancing NDSU's posture towards quality faculty recruitment. NDSU, with a single minded commitment to a potentially lucrative program of studies in Business, would be able to put together a team of competent faculty, thus enabling them to achieve AACSB accreditation in a relatively short time frame.

In specific disciplinary areas, such as Business Policy, Quantitative Decision Sciences, and in Finance, the shortage of terminally qualified faculty was extremely acute. Salary surveys conducted by AACSB and the *Chronicle of Higher Education* showed that our offers at various ranks were slightly lower than the national average. Also, under normal circumstances, we needed to offer new faculty more than the market rate in order to compensate for the location and climate. Given the present pool of doctorally prepared faculty, we were in a position to offer rigorous instructional programs in the areas of Applied Behavioral Science and in Finance. However, we were severely impaired in our instruction delivery capability in the areas of Business Policy and Quantitative Decision Sciences.

A generalized undergraduate major in Management appeared to be counterproductive to the Department's objective of specialized technical and professional education in Management. The present 14 office spaces were just enough to house the permanent and temporary full-time faculty within the departmental area. Since one of the temporary full-time faculty does not require office space, we were able to house two of our GTA's in the Management area. The other GTA's were provided one room in the BPA's common GTA area, across from the Dean's office.

Fall Semester 1986 opened with the resignation of the Management Department Chairman Dr. Manoj (Tom) Basuray, who took a position at Towson University, Baltimore, Maryland, Dr. Bruce Eberhardt was appointed Chairman of the Management Department. Dr. John Vitton was hired to teach Strategic Management and Advanced Management Theory. His MBA was from Ohio State University and he was awarded a Ph.D. in Business Administration from the University of Nebraska in 1982. His academic concentrations were in Human Resource Management, Management Theory, Bank Finance, and Marketing. He taught Strategic Management (six years), Principles of Management, Principles of Marketing, and Economics at the United States Air Force Academy (1965-67), University of Nebraska-Omaha (1980-82), and

Northwest Missouri State University (1982-86).

The **Management Department's 1987-88 Annual Report** stated that the academic year was the first year of operation for the new Finance Department. The creation of this department had a major impact on the functioning of the Management Department. Five tenure-track faculty members left the Management Department to form the new department. Two of those faculty, however, continued to have teaching responsibilities in Management. The Finance Department operated under the assumption that after two years Theron Nelson's and Tom Potter's entire teaching loads would be in Finance. Hiring an individual capable of teaching in both the policies and quantitative decision-making areas was needed. The College of Business and Public Administration had to obtain funds to staff this position.

Bruce Eberhardt, Ph.D., who served as Chairperson and Associate Professor, Tenured. John Vitton, Ph.D., was full-time faculty and Tenure-Track, Associate Professor. Dr. Abdullah Pooyan (University of Texas - Dallas) resigned from his position of Assistant Professor effective May 15, 1988. Abdullah has accepted a faculty position in the Management Department at Wright State University in Dayton, Ohio. Donald Porter requested a one-year, unpaid leave of absence which was granted, in order for him to take over as chief executive officer and president of Concrete, Inc. in Grand Forks. It was mentioned in the beginning of this report that the faculty morale and related behaviors showed signs of deterioration, based upon casual observations of faculty attitudes. There was frequent complaining about operating budgets and salaries, resumes were updated, and job interviews were pursued.

Facilities and equipment were updated and the department's main office was remodeled. Additional counter space was installed with built-in work stations for the secretary and work study students. All tenure-track faculty in the department had a personal computer installed in their offices.

The following table shows the number of majors reported by the registrar for Fall 1985 through Spring 1988.

MANAGEMENT MAJORS

Fall 85	Spring 86	Fall 86	Spring 87	Fall 87	Spring 88
434	410	363	352	368	353

The major change in course offerings was the transfer of all finance, real estate, and insurance courses to the newly created Finance Department. The other highlights in course offerings were Business and Society (Mgmt 480), offered for the only the second time, and Issues in Personnel Management (Mgmt 408), offered for only the second time in the last five years. Proposed revisions, however, had to be postponed as staffing needs were not met.

Majors By Department

	1983-84	1984-85	1985-86
Accounting	471	464	422
Aviation Administration	208	197	174
Airport Administration	49	62	62
Economics	21	26	22
Banking & Finance	74	91	120
Management General Management	303	309	318
Marketing	142	121	148
Advertising/Public Rel.	22	26	25
Retail Merchandising	10	14	20
Police Administration	8	5	2
Public Administration	25	28	20
Information Management	48	63	61
Undecided	54	40	76
Total	1,435	1,446	1,470

The **1988-89 Academic Year** was characterized by a period of self-analysis and appraisal. This was necessitated by the AACSB accreditation review. The analysis and appraisal focused on faculty evaluation, curriculum review, staffing needs, and the departmental planning process. The faculty consisted of John Chong, Ph.D., (Mississippi State University) Bruce Eberhardt, Ph.D., George Johnston, Ph.D., Marcia Kassner, Ph.D., (University of Illinois at Champaign), Jaesun Park, Ph.D., (Kellogg School, Northwestern University), Donald Porter, Ph.D., John Vitton, Ph.D., Kenneth Westby (B.S. University of Michigan; M.B.A., Georgetown), along with a few other temporary faculty with MBA degrees.

The department needed to recruit to fill a tenure-track position for the 1990-91 Academic Year. The position had been occupied by a visiting assistant professor. Acceptable staffing of the department would require that two additional Ph.D. qualified, tenure-track faculty be added to the staff. One individual should be trained in Production Management/Quantitative Decision Making. Ideally, the other person should have expertise in both Strategic Management (Business Policy) and Human Resource Management.

The department had been handcuffed in its ability to offer important elective courses in management. For example, it had been seven years since the department had offered Union-Management Relations, a course required in many management programs. In addition, courses such as Wage and Salary Administration, Business and Society, International Management, and Issues in Personnel Management had been offered on a very irregular basis. The major reason for the inability to offer these courses had been inadequate staffing. The Management Department's ability to offer a variety of courses has been constrained by the large number of business core and service courses provided. Elective courses offer faculty the opportunity to teach smaller-size classes and to explore in more depth specific topic areas. This second advantage will become extremely important as the College attempts to increase its research productivity. Teaching specific topic courses (as opposed to general survey courses) is an effective way to generate research ideas. In addition to the inability to offer elective courses, the present lack of staffing of the Management Department had become inadequate to meet the needs of all of the declared business majors and still meet the doctoral coverage requirement of AACSB accreditation. In the 1989 Spring Semester, the department was under the 50% recommended coverage of doctorally qualified faculty. Therefore, the department's need for additional terminally-qualified faculty had become critical. Minimum standards were established for promotion and tenure decisions. Research activity appeared to be at an all-time high.

Weighted Student Credit Hours

Fall 86	Spring 87	Fall 87	Spring 88	Fall 88	Spring 89
3642	3608	3392	3647	3507	3971

MANAGEMENT MAJORS

Fall 86	Spring 87	Fall 87	Spring 88	Fall 88	Spring 89
363	352	368	353	397	383

In response to a criticism by the AACSB review team, the focus on the Principles of Management (Mgmt 300) course was changed. More emphasis was placed on organizational behavior and theory and interpersonal relations and communication. The department also reviewed the objectives, content, and requirements of Business Policies and Management (Mgmt 475). The faculty responsible for teaching the course reached a consensus on all of these issues. They confirmed the capstone nature of the course and emphasized the need for extensive analysis,

discussion, presentations, and written assignments.

Several major equipment acquisitions were made during the 1988-89 AY. The department received two Leading Edge personal computers and a Hewlett Packard Laser printer. Departmentally-owned computers were located in the offices of all tenure-track faculty. Office space may become a problem if additional faculty are hired. The number of publications from the faculty in refereed journals doubled from two to four. Major accomplishments included the continued negotiations with the Air Force aimed at phasing out the UND MBA programs offered at the Minot and Grand Forks Air Force bases. It is understood that the Air Force wanted the Grand Forks program to cease operations in December, 1988, and the Minot program at the end of September, 1989. Efforts continued to upgrade the faculty evaluation systems within the departments and the College. The AACSB accreditation self-study was completed.

The **1989-90 Annual Report** published a highlight of the year that came in April, 1990, when the College learned that it had earned both undergraduate and graduate accreditation from the American Assembly of Collegiate Schools of Business (AACSB). The report stated that 15 refereed journal articles by the department's faculty were published.

Steven Moser joined the faculty in August, 1990 to teach Organizational Behavior and Human Resource Management. Steve is pursuing his Ph.D. from the University of Cincinnati.

A slight decrease in the student credit hours generated by the Management Department occurred in the 1989-90 Academic Year. This decrease was explained by the fact that the department had one additional faculty member during the Spring 1989 semester. (This was caused by Don Porter's unexpected return that semester.)

WEIGHTED STUDENT CREDIT HOURS

Fall 1987	Spring 1988	Fall 1988	Spring 1989	Fall 1989	Spring 1990
3392	3647	3507	3971	3360	3759

MANAGEMENT MAJORS

Fall 1987	Spring 1988	Fall 1988	Spring 1989	Fall 1989	Spring 1990
352	349	381	378	327	348

During the 1989-90 Academic Year the Management Department was able to offer only one elective course, Entrepreneurship and Small Business Management (Mgmt 405).

THE 1990s

Throughout the **1991-92 Academic Year**, Dr. Kassner's absence meant that doctoral coverage of undergraduate student credit hours fell below the 50 percent figure required by the American Assembly of Collegiate Schools of Business (AACSB). The average student credit hour (SCH) production for doctoral faculty in the Spring 1992 semester was 237, while the full-time, non-doctoral faculty had an average of 370.

During the **1992-93 Academic Year**, Dr. John Chong was promoted to Associate Professor effective the following annual year. In addition, on May 25, 1993, Marcia Kassner resigned her position as an Associate Professor. The department immediately initiated the search process for Dr. Kassner's replacement. Dr. William Dougan (Cornell University) was hired as an Assistant Professor for the 1993-94 Academic Year. Steven Moser was awarded a doctoral degree by the University of Cincinnati.

MANAGEMENT DEPARTMENT MAJORS

Term	1988-89	1989-90	1990-91	1991-92	1992-93
FALL	268 (17.61)	287 (17.58)	251 (18.00)	212 (19.47)	233 (27.00)
SPRING	266 (17.38)	279 (18.31)	271 (20.34)	193 (19.42)	213 (28.10)
SUMMER	69 (14.84)	83 (16.54)	73 (17.55)	77 (26.51)	77 (28.31)

*Numbers in parentheses are percentages of BPA total.

MANAGEMENT DEPARTMENT GRADUATES

Term	1988-89	1989-90	1990-91	1991-92	1992-93
FALL	28	24	36	36	48
SPRING	48	51	60	63	44
SUMMER	11	6	10	10	16
TOTAL	87	81	106	109	108

The lack of a departmental conference room continued to be the department's main concern in terms of facilities. A conference room would ease the difficulty of scheduling make-up exams for students and department meetings.

For the **1993-94 Academic Year** the department was compromised of nine full-time tenured and/or tenure-track teaching faculty and two full-time lecturers. The diverse faculty included individuals from South Korea, Hong Kong, and China. In addition, the department recently hired a female associate professor for the 1994-95 academic year.

The average teaching loads for the nine tenured and/or tenure-track faculty were 219.33 and 209.33 student credit hours for the Fall and Spring semesters, respectively. Undergraduate student credit hour production for the department declined 12.2% and 12.64% for the Fall and Spring semesters, respectively, as compared to the 1992-93 academic year. However, the department's percentage of the total College credit hour production remained relatively stable. Graduate student credit production showed a 44.4% increase for the Fall semester and a 37.59% decrease for the Spring semester.

During the 1993-94 academic year the Management Department continued to comply with faculty ratios established by the American Assembly of Collegiate Schools of Business (AACSB). These ratios included percent of student credit hours taught by Ph.D.-qualified faculty and the percentage of student credit hours taught by full-time faculty.

Enrollment for the Fall of 1993 in John Chong's Strategic Management class was 24 in each of the two classes; Donald Porter's Strategic Management class was 18 in one, 10 in the other; John Vitton's Strategic Management class had enrolled 15 in each of the two classes. For the Spring Semester 1994, John Chong had 19 and 23 in his Strategic Management classes; Donald Porter had 20 in both his classes; and John Vitton had 21 and 22 students enrolled.

Dr. Donald Porter, Associate Professor of Management, served on the Board of Directors of the State Bank of North Dakota. In addition, he served as a management consultant for many companies in the state. In this capacity, he assisted with business start-ups and expansions. Dr. Jiaqin Yang, Assistant Professor of Management, initiated and sponsored (with the Grand Forks Economic Development Foundation) a Chinese business delegation's visit to the City of Grand Forks. The delegation met with representatives of the local business community April 14-16, 1994.

Enrollment of Management majors in the Fall 93 semester declined by 16.7% as compared to Fall Semester 1992. The declines were 12.7% and 5.2% for the Spring and Summer semesters, respectively. This decline reflects an overall decline in the number of business majors. The number of Management majors relative to the total number of business majors was stable. Despite the decline in the number of Management majors, the number of Management Department graduates actually increased by 8.3%.

The Management Club held meetings twice a month and sponsored several guest speakers from the business community. Four Management majors received scholarships from the College of Business and Public Administration for the 1994-95 academic year.

The Management Department began offering courses through the Interactive Video Network (IVN) during the Spring Semester 1996. This was in connection with the Continuing Education Division.

Results from surveys of graduates and graduating seniors had indicated dissatisfaction with career advising. Since management majors have received their academic advising through the College's central advising office, many students have not developed personal relationships with individual faculty members. Without these relationships, students were reluctant to seek advice, yet they expressed dissatisfaction when they did not receive any. The third issue of concern was faculty scholarly output. A large majority of these accomplishments have been limited to only a small number of faculty. It was suggested that teaching release time for those faculty with active and productive research programs be implemented. The department continued the process of surveying past graduates.

The **1994-95 Annual Report** stated that the Management Department was one of eight departments within the College of Business and Public Administration. The Department had a chairperson selected by tenure-track faculty and approved by the Dean of the College. The major change in the teaching staff was the addition of Dr. Jan Zahrly, Associate Professor (University of Florida). She replaced Kenneth Westby (MBA University of Michigan), who retired in May 1994. In addition, Dr. Jiaqin Yang was promoted to Associate Professor during the 1994-95 academic year.

The faculty completed a draft of a departmental operations and procedures manual. The Management Department continued its assessment activities during the 1994-95 academic year. Graduating seniors were surveyed at the end of both the Fall and Spring Semesters. The survey assessed the seniors' satisfaction with instruction, their perceptions of their academic preparations for subsequent jobs, and their perceptions of departmental strengths and weakness. In addition, the survey also asked questions concerning the seniors' post-graduation preparations and plans. The department also surveyed selected Management alumni. The survey was sent to alumni one, three, and six years removed from graduation. It assessed the graduates' long-term satisfaction with their degree and asked for recommended changes.

The department participated again in the College's Outcome Assessment Test (OAT) project. All students enrolled in Management 475 (Strategic Management), the capstone course in the business curriculum, were administered the test. The test was designed to assess the students' knowledge of the subject matter in all the business core courses. The results of the test were intended to provide information concerning students' basic business knowledge upon graduation.

The Management Department acknowledged and supported the efforts at the college-level that led to the development of the "Eagle Project." This project was established to promote a connection between American Indian business leaders on and off the reservation and the College of Business and Public Administration at the University of North Dakota. This connection would fulfill the educational needs of American Indian business leaders and students in the areas of

entrepreneurship and economic development. The program was designed to identify, recruit, retain, and graduate top quality American Indian students from the College of Business and Public Administration at the University of North Dakota.

The department supported the student organization, Native American Business Leaders (NABL). NABL was organized to promote an adaptable educational environment for Native American business students at UND, to help recruit and retain Native Americans into the College of Business and Public Administration.

The backgrounds of Management Department faculty provided diversity for the department. The 1994-95 Management Department faculty include Ph.D. graduates from universities such as Northwestern, Stanford, Iowa State, Florida, Cincinnati, Cornell, Mississippi State, Georgia State, and Nebraska. Before Dr. Zahrly's hiring, the department did not have any tenured or tenure-track female faculty.

Eight of the nine tenured or tenure-track faculty attended conferences or workshops during the 1994-95 Academic Year. Two of the trips involved international travel. The trips were made for a variety of reasons, including presentation of research papers, participation in casewriters' workshops, and attendance at professional meetings.

The number of Management majors in the Fall 94 semester declined by 30.9% as compared to Fall 1993. The declines were 30.6% and 43.8% for the Spring and Summer semesters, respectively. This decline reflected an overall decline in the number of business majors. The number of Management majors relative to the total number of business majors was down slightly. This was attributed to the addition of the Industrial Technology department to the College. Industrial Management majors are not required to enroll in Strategic Management (Mgmt 475). For example, the decline in the number of Management majors was also reflected in the number of Management major graduates. There was a 36.8% decrease in graduates from the year before. The 74 graduates were the fewest in the last nine years.

The average teaching loads for the nine tenured and/or tenure-track faculty were 156.67 and 150.56 student credit hours for the Fall and Spring semesters, respectively. The figures were 366 and 490.5 for the two full-time lecturers. Undergraduate student credit hour production for the department declined 21.20% and 14.97% for the Fall and Spring semesters, respectively, as compared to the 1993-94 academic year. Graduate student credit hour production showed a 53.85% decrease for the Fall semester and 46.15% increase for the Spring semester. This variation reflected changes in the scheduled delivery of MBA courses to Bismark over the Interactive Video Network.

The Management Club had another active year. Its activities included visits by guest speakers, club fund raisers, and a trip to Minneapolis to tour several Twin Cities- area businesses. With Dr. Zahrly's guidance a student group published its Dayton Hudson Case Study and submitted it to the North American Case Research Association for its annual meeting. In July, the students

received word that their case was accepted for presentation at the meeting in Orlando on November 7th-9th. The students' work was subjected to a blind review process.

A review of surveys completed by graduating seniors suggested that only a very small percentage had been offered or accepted future employment prior to graduation. The Department should investigate why this had occurred and determine if steps can be taken to assist students in their job search efforts.

The Management Department hoped to increase contact between its faculty and the local and regional business communities. This increased contact can potentially serve several purposes. First, faculty contact with the business community has the potential to enhance job opportunities for Management majors. Secondly, the contact can increase the faculty's understanding of the needs of area businesses. The understanding can lead to more faculty involvement in the economic development of the area. Finally, the contact may lead to research and consulting opportunities for the faculty. The Management Department also hopes to increase contact with its alumni.

For the **1995-96 Academic Year** the department staffing included nine full-time tenured and/or tenure track teaching faculty (one was on developmental leave) and one full-time lecturer. The major change in the department was the retirement of Dr. Donald Porter effective May 15, 1996. Dr. Donald Porter, Associate Professor of Management, has served on the board of directors of the State Bank of North Dakota. In addition, he served as a management consultant for many companies in the state. In this capacity he assisted businesses by developing start-up plans and expansion plans. In addition, Dr. Steven Moser was promoted to Associate Professor during the 1995-96 academic year. Finally, Dr. Moser and Dr. Jiaqin Yang were awarded tenure during the year.

During the 1995-96 academic year, the Management Department continued to comply with faculty ratio requirements established by the American Assembly of Collegiate Schools of Business (AACSB). These ratios included the percent of student credit hours taught by Ph.D.-qualified faculty and the percentage of student credit hours taught by full-time faculty.

The Management Department continued its assessment activities during the 1995-96 academic year. Graduating seniors were surveyed at the end of both the Fall and Spring semesters. The survey assessed the seniors' satisfaction with instruction, their perceptions of their academic preparations for subsequent jobs, and their perceptions of departmental strengths and weakness. The Management Department supported the efforts to increase cultural diversity of its student population. The Eagle Project, a program designed to establish a connection between American Indian business leaders both on and off the reservation and the College of Business and Public Administration at the University of North Dakota, completed its second year. Figures supplied by the Eagle Project director, indicated that there were 29 Native American students enrolled in business programs at UND. Two of these students were Management majors. Dr. Jiaqin Yang continued to be instrumental in coordinating the academic exchange programs with two Chinese universities. In addition, the College's MBA- degree program was sent via IVN to Dickinson for

the first time.

A total of 11 trips were made to present research papers, participate in casewriters' workshops, and/or attend professional meetings. In addition to these trips, Dr. John Chong (on developmental leave for the 1995-96 academic year) traveled to Hong Kong during the Spring 96 semester to collaborate with Chinese scholars on a research project related to crisis management and competitive strategy. The aggregate performance of the faculty was as follows: twelve publications and fourteen paper presentations (ten were published in Proceedings).

No course changes were made to the Management curriculum during the 1995-96 academic year. However, the grade point requirements to be accepted into the Management curriculum were changed. To declare a Management major students must have at least a 2.5 overall GPA and no grade lower than a "C" in the six pre-business core courses.

Dr. Dougan (Cornell University) was instrumental in the development and delivery of the College's first Executive Development Program. In August 1995 the College in cooperation with the Division of Continuing Education offered a program, that focused on education for members of boards of directors.

Dr. Eberhardt attended a meeting of the Twin Cities Business Advisory Council in September 1995. The purpose of the meeting was to have a College representative present brief overviews of the various curricula and solicit feedback from council members. These meetings have been valuable to foster closer relations between alumni and the College.

It appeared that the sharp declines in majors that the department experienced the past two years have leveled off. The number of Management majors relative to the total number of business majors was approximately the same as last year. The decline in the number of Management graduates also slowed. After experiencing a 26.8% decrease from the 1993-94 academic year to the 1994-95 academic year, the decline was only 8.1% from 1994-95 to 1995-96.

The Management Club, a student-run organization comprised of individuals interested in Management, had an active year. Two trips were made to Thief River Falls, Minnesota. On the first trip the students visited Arctic Cat Industries and OCD. On the second trip they toured the Digi-Key facilities of DHL and Viking Electric.

Through the efforts of Dr. Jan Zahrly, the department established a chapter of Sigma Iota Epsilon, the national honor and professional fraternity of the Academy of Management. The fraternity recognizes scholastic excellence and promotes cooperation between the academic and practical aspects of management. Teaching portfolios were assembled for the first time by the department faculty during the 1995-96 academic year.

The **1996-97 Academic Year** opened with staffing comprised of nine full-time tenured and/or tenure-track teaching faculty and one full-time lecturer. A tenth position was that of the Dean, W.

Fred Lawrence, who was tenured as a full-professor in the Management Department. The teaching staff also included two part-time lecturers. A major change in the Department was the addition of Dr. James Bronson (Washington State University). He stepped into the gap created when Dr. Donald Porter retired after the 1995-96 Academic Year. Dr. Porter had been the department's primary link to the local and regional business communities, via his consulting efforts that were much in demand. In addition, Drs. Steven Moser was named Chairperson in March 1997, when Dr. Bruce Eberhardt became ill and was hospitalized.

The Management Department continued its assessment activities during the 1996-97 academic year. Graduating seniors were surveyed at the end of the Fall Semester. Spring Semester graduates were not surveyed because of the Flood of 97. The survey assessed the seniors' satisfaction with instruction, their perceptions of their academic preparations for subsequent jobs, and their perceptions of departmental strengths and weaknesses. In addition, the survey also asked questions concerning the seniors' post-graduation preparations and plans. The department once again coordinated the administration of the College's outcome assessment test. Students enrolled in Management 475 (Strategic Management), the capstone course in the business curriculum, were expected to complete the test. The test was designed to assess the students' knowledge of the subject matter in all the core business courses. However, concerns about how test scores are used, who's responsible for administering the test, its connection to the strategic management course, the appropriate content of the test, use of the test scores, etc., posed questions that must be addressed. Management faculty, particularly those teaching strategic management, desired changes in the testing process.

Finally, Dr. John Vitton requested and had a Small Group Instructional Diagnosis (SGID) conducted in his strategic management classes. In a SGID a faculty resource person from outside the department facilitates a discussion about the class with the students in the absence of the instructor. SGIDs are designed to offer faculty feedback to improve classroom instruction.

The Management Department supported College-level efforts to increase the cultural diversity of its student population. The Eagle Project, a program designed to establish a connect between American Indian business leaders on and off the reservation and the College of Business and Public Administration at the University of North Dakota, completed its third year. The program was also designed to identify, recruit, retain and graduate top quality American Indian students.

The Management Department's concern with diversity issues was manifested by the involvement of several of its faculty members in the activities of the President's Advisory Council for Women (PAC-W). Dr. Eberhardt, Dr. Zahrly and Ms. Kathy Jones were members of several of the Council's committees. Dr. Zahrly was named chair of the Professional Development Committee for the 1996-97 academic year. Ms. Jones also served as the moderator for the College's annual Hultberg Lectureship. This lectureship recognized past female graduates of UND who have experienced professional and business success.

For the past three years Dr. Jiaqin Yang has coordinated academic exchange programs between the College and two Chinese universities. In Spring 1997, Dr. Yang arranged a two-month visit by

a Chinese scholar in management. However, the Flood of 97 forced the postponement of this visit. Last summer, Dr. John Vitton of the Management Department taught a two-month course in Strategic Management at a university in Beijing, China. This was the initial academic venture in China by the College. Unfortunately, the flood curtailed Dr. Jan Zahrly's plans to teach strategic management in the summer (1997) at a university in Shanghai. In addition, Drs. Bronson, Dougan, and Zahrly were named to task forces and committees that were formed to assist the City of Grand Forks recover from the disaster caused by the Flood of 97.

Eight of the nine tenured/tenure-track faculty had traveled to professional conferences supported by the College. The ninth faculty member, Dr. Bruce Eberhardt, was scheduled to attend the Western Academy of Management meeting prior to his illness.

Eight of the nine tenured/tenure-track faculty in the department realized success in their scholarly activities by having their work accepted for presentation at professional conferences, publication in refereed journals, and/or inclusion in management textbooks. The aggregate performance of the faculty was as follows: eight publications, 13 presentations (12 published in *Proceedings*), two book chapters, and two cases included in strategic management textbooks. Drs. John Chong and Jiaqin Yang presented papers at conferences in Malaysia and Hong Kong, respectively.

The only course change that occurred during the 1996-97 academic year was a minor change to the title and description for Mgmt 475: Strategic Management.

Dr. Jiaqin Yang and Dr. Jan Zahrly delivered undergraduate courses over the Interactive Video Network (IVN) to students in Williston and Devils Lake, while Dr. Jaesun Park's and Dr. John Vitton's MBA courses were sent to students in Bismarck and Dickinson.

Drs. James Bronson, William Dougan, Bruce Eberhardt, Steve Moser, John Vitton, and Jan Zahrly and Ms. Kathy Jones attended at least one meeting of the Grand Forks Chamber of Commerce "Business After Hours" program.

The Management Club traveled to the Twin Cities Alumni Club and members went on plant tours of several companies. Club members also toured the East Grand Forks plant of American Crystal Sugar. The club sponsored talks by the following guest speakers: Mark Thompson, Director of Career Services at UND; Fred Anvary, owner and operator of Paradiso Restaurant; Jon Bonzer, owner and operator of Bonzer's Restaurant; Hal Gershman, owner and operator of Happy Harry's; and Sue Krause Drath, a representative from Energizer Battery, Maryville, Missouri..

Sigma Iota Epsilon, the national honor and professional fraternity of the Academy of Management, had a successful second year of existence. The chapter inducted 20 new members at its Fall ceremony and 26 members in the Spring Semester.

Last year, management faculty who taught on IVN experienced many difficulties including the following: delays in receiving assignments from students at distant sites, comparable delays for students getting back graded assignments, lost materials, technological problems, etc. It is hoped

that the Division of Continuing Education and the North Dakota University System will be vigilant in monitoring and correcting these problems.

The AACSB reaccreditation review team recommended that steps should be taken to ensure consistency of workload expectations and grading policies. The department must monitor this situation and make sure that significant differences in workload demands and grade distributions across the multiple sections of Mgmt 475 be eliminated.

The Management Department experienced another decline in the number of its majors and graduates and its student credit hour production.

During the **1997-98 Academic Year** the Management Department was staffed by nine full-time tenured and/or tenure track teaching faculty and one full-time lecturer. The teaching staff also included two part-time lecturers. Dr. Zahrly was awarded tenure during the year. Departmental faculty engaged in many discussions during the course of the year regarding the vision for the Management Department and the College for the future. In the Fall of 1998, the College of Business and Public Administration planned to implement a new structure which organized the present eight current departments into three divisions. This change was designed to produce an increase in inter-departmental collaboration.

The Management Department continued its assessment activities during the 1997-98 academic year. Graduating seniors were surveyed at the end of the Fall Semester. Spring semester graduates were not surveyed. The Department also engaged in the task of surveying all past department graduates. Approximately 2,000 surveys were mailed towards the end of the Fall semester 1997. This instrument was designed to assess the graduates' long-term satisfaction with the Management degree, their current job, their career satisfaction, and to ask for recommendations for possible changes. The College elected to discontinue the use of the Outcome Assessment Test. Finally, Dr. James Bronson requested a Small Group Instructional Diagnosis (SGID) which was conducted in his Principles of Management class in Spring semester 1998. Dr. Zahrly was also trained to provide consultation in SGID in October of 1997. In a SGID, a faculty resource person from outside the department facilitates a discussion about the class with the students in the absence of the instructor. SGID's are designed to offer faculty feedback to improve classroom instruction.

During the summer of 1998, Dr. William Dougan taught 70 Chinese students Principles of Management in Shanghai. Dr. James Bronson, Assistant Professor of Management, served on the Business Innovations subcommittee of the Grand Forks Chamber of Commerce. He also received a Kauffman Foundation grant with Jim Faircloth for the purpose of studying the effects of the flood disaster on entrepreneurial and small business in Grand Forks.

A total of 15 trips were made to present research papers, participate in casewriter's workshops, participate in case competitions, and/or attend professional meetings. Three of these trips involved international travel. Most faculty received hardware upgrades to existing computers with all computers featuring internal CD-ROM drives at this point. Our departmental computer

cart has been updated with the latest software. Several new videotapes were purchased for the use in the classroom. Updates to the Management Department video library provided supplements for classroom instruction and the opportunity to include recent examples in class through display of these tapes. In addition, *Hoover's Handbook* was purchased for faculty and student use.

All tenure/track faculty as well as a full-time lecturer in the department realized success in their scholarly activities by having their work accepted for presentation at professional conferences, publication in refereed journals, and/or inclusion in management textbooks.

For the 1997-98 enrollment, there were 15 (12.6%) fewer Management majors in the Fall 97 semester as compared to Fall 96. The decline in majors from Spring 97 to Spring 98 was 13 (10.3%). Summer 98 showed a decline of majors as compared to Summer 97. Undergraduate student credit hour production for the department decreased 6.8% for Fall 1997, but increased 4.4% for Spring semester 1998, respectively, as compared to the 1996-97 academic year.

The Management Club, a student-run organization comprised of individuals interested in Management, had an active year. A "giving tree" was organized by the club during the holidays to provide gifts to needy children in the area.

An area of concern expressed in the last AACSB report had to do with the need for consistency of workload expectations and grading policies in Mgmt 475. During the course of the year, there were no further direct complaints about the "level playing field."

The **1999-2000 Annual Report**, noted that the Management Department faculty had been actively trying to replace departed faculty. Dr. Seong Hyun Nam (University of Wisconsin-Milwaukee) and Mr. Greg Patton (ABD, University of Iowa) were hired. This increased the Department's ability to offer instruction in Production Management, Human Resource Management, and Organizational Behavior. The faculty was saddened by the death of former department head and colleague Professor Bruce Eberhardt in 1999. He was an excellent instructor, outstanding researcher, superb administrator, solid service provider, and good friend to all. Dr. Steven Moser was appointed Division Chairman.

During the Fall Semester of 1999, two members of the Management faculty were on developmental leave (Park and Zahrly). The attached faculty utilization forms indicate that the faculty of Management generated 2,263 total undergraduate hours during the Fall of 1999 with 8.1 FTE faculty and 2,344 total undergraduate credit hours during the Spring 2000 with 8.74 FTE faculty. Full-time doctoral faculty generated 1,140 of the total undergraduate credit hours in Fall of 1999 and 1,117 of the total in the Spring 2000. The percentage of hours covered by doctoral faculty was between 51-54% for the year. This number must be increased in future years to ensure a successful accreditation review by the AACSB.

Academic student advisement has been handled by a centralized Office of Academic Advisement in the College of Business and Public Administration. This office provided course scheduling advice for all students.

The Management Club for all Management majors and pre-business students was led by Mr. Bruce Byars, who acted as an advisor to this group over the 1999-2000 academic year.

The Sigma Iota Epsilon organization, an honorary group for management students, was also active. Dr. Jan Zahrly acted as an advisor to this group over the 1999-2000 academic year.

The College of Business and Public Administration reorganization in 2000 resulted in the management faculty returning to departmental status. A previous reorganization (1998), combined the management faculty with Marketing, Information Systems/Business Education, and Industrial Technology faculty in a divisional structure, entitled Organizational Systems & Technology. The large span of control of the Division Director and dissimilar functions of the combined units made the structure unwieldy. The current reorganization did not require relocation of Management faculty and administrative offices.

Prior to the commencement of the **2001-2002 Academic Year**, the Management Department was confronted by health and compensation related departures of experienced faculty. As of August 28, 2001, five of nine tenure/tenure-track positions were vacant. Two resignations took place over the summer with one occurring two weeks prior to the start of the Fall Semester. Two other health-related absences occurred and neither professor was available for the 2001-2002 Academic Year. Their return to full-time status was uncertain. Another position remained unfilled despite recruiting efforts at the Academy of Management Annual meeting, nation-wide advertising, year-long telephone contacts, and several campus visits the previous year. Our offer was described as "embarrassingly low" by a placement representative at the 2001 Academy of Management Annual Meeting. Two candidates declined interviews at UND, with one securing employment at Frostburg State University, Frostburg, Maryland and the other at Rhodes College, Memphis, Tennessee. Both stated that the College of Business and Public Administration's offer "was significantly lower than the marketplace mean." A vigorous short-term and long-term recruitment drive was mounted, featuring a more attractive compensation package, to meet the challenge of rebuilding the Management Department faculty.

As of Spring Semester 2002, there were 106 declared management majors. This was a 43% increase over Spring Semester 1998 and 1999 enrollments, which averaged 74 management majors. Comparing Spring 2002 to Spring 2000 and 2001, the increases were 22.6% and 16% respectively. Since the Management Department has been responsible for teaching three 300 and 400 level core curriculum undergraduate courses required of all business majors (30% of the core), the increase from 1150 BPA admitted students (1997-1998 Academic Year) to 1382 in Academic Year 2001-2002, a 20% increase, has further taxed Departmental resources.

Dale Morrison, former Campbell Soup CEO and Jody Neuses, Target Corporation Manager of Stores Analysis, Measurement and Assurance, spoke to several Strategic Management sections. A former UND student also spoke to the Strategic Management class. Eric Giltner brought numerous local businessmen into his evening Strategic Management class.

As of August 2001, the condition of the Management Department was precarious at best. Dr.

William Dougan, who taught Organization Behavior, Organizational Theory, and Strategic Management, at undergraduate and graduate levels announced his departure for the University of Wisconsin-Whitewater. He had previously been appointed Director of the Entrepreneurship program which reduced his teaching load. His departure followed that of Dr. James Bronson, who had departed for the University of Wisconsin at Whitewater a year earlier and had not been replaced. Dr. Bronson taught the capstone Strategic Management course and co-chaired the Entrepreneurship Program. These departures were compounded by the abrupt departure of Dr. John Chong, in mid-August 2001. Dr. Chong, a tenured Associate Professor with 12 years at UND, resigned two weeks prior to the commencement of the Fall Semester. He taught Production Management and Strategic Management, and Multinational Management courses and was a prolific researcher and publisher. Additional stress upon available resources resulted when Dr. Janice Zahrly requested medical leave and was not available throughout the academic year. This was followed by Dr. Jaesun Park's unpaid leave of absence for the Fall and Spring Semesters due to family leave. Since Dr. Moser had been appointed Associate Dean for Academics and was given a course release, Dr. John Vitton was appointed chairman with a course release. The Management Department was at one-third its authorized strength.

Dr. Seong-Hyun Nam and Mr. Greg Patton had been appointed by Dr. Moser, the previous academic year. Dr. Nam was hired to teach Production Management and Quantitative Approaches to Management Decision-Making. Mr. Patton (ABD Iowa State) was hired to teach Organization Behavior and Compensation Management. He is nearing completion of his dissertation. Thomas McKnight (Ohio State J.D.) joined the department faculty, the Spring Semester 2002, and did a stellar job of teaching three sections of undergraduate management and an entrepreneurship course. He wrote an Entrepreneurship text, entitled *Will It Fly?*, which was under contract for publication by Prentice-Hall. He received glowing evaluations from his Strategic Management and Entrepreneurship students who requested his retention. Unfortunately, opportunities in Washington D.C. precluded that desired option from happening. One of his entrepreneurship teams received a first place award in the Regional Business Plan Competition involving the use of DNA in business applications. Dr. Christopher Shaw (University of Nebraska-Lincoln) was hired and taught Production Management and Strategic Management both Fall and Spring Semesters.

By June 2002 negotiations with Patrick Schultz (ABD Texas Tech) were in the final stages. Dr. Duane Helleloid (Ph.D. University of Washington) has signed a letter of appointment for the Fall Semester 2003. Dr. Helleloid is an experienced instructor and is scheduled to teach Strategic Management and Multinational Management courses. Dr. Jaesun Park, was promoted to full professor and his return to full-time teaching was anticipated.

A joint agreement was reached between the Management and Accounting departments and the Office of the Dean to appoint Bruce Byars J.D. (University of North Dakota) to a tenure track position in the Accounting Department. He will teach two sections of Human Resource Management one semester and one section of Union Management Relations another semester, for the Management Department, each academic year.

Record enrollments resulted in an increase from 1,150 business, public administration, and aviation-management students (1997-1998 Academic Year) to 1,627 students in **Academic Year 2002-2003**. This 41% increase impacted classroom needs, classroom size, number of sections offered, and number of faculty required.

The rebuilding of the Management Department faculty from a precarious position, with two-third of its authorized positions vacated, was aided by the return of two terminally-qualified, senior faculty members. In addition, Patrick Schultz, a new ABD. faculty member, from Texas Tech University, joined the Management Department, Fall Semester 2002. As mentioned in the previous paragraph, a contract was signed that should result in the addition of an associate professor, from the University of Maryland in the Fall of 2003. Despite these successes, one-third of Department's authorized positions remained vacant for the Academic Year. Efforts to fill an authorized position, with a faculty member, possessing a production management background, was unusually time-consuming, expensive, and frustrating. Four candidates' were interviewed on campus, with disappointing results. The salary expectations of the most viable candidates ranged from \$5000 to \$9000 above our best offer of \$75,000. Salary compression and a request for immediate tenure, further complicated the negotiations.

Aviation-management students 960 in number (1997-1998 Academic Year) increased to 1,627 students in Academic Year 2002-2003. This 41% increase impacted classroom needs, classroom size, number of sections offered, and number of faculty required.

As of Fall Semester 2002, there were 136 undergraduate students, who listed Management as either their first or second major. This was a 31% increase over the Fall Semester 1997, in which 104 undergraduate management majors were enrolled. During this same period of time, the Management Department's faculty taught an increase of 1,852 credit hours, which represented a 41% increase. This also increased in-class student contact time by 1,548 hours per week. This was accomplished with no additional tenure and tenure-track positions being authorized. As stated previously, a third of the authorized positions were vacant (one used in the Dean's office for the Associate Dean's position and two unfilled). This resulted in overload teaching by tenure and tenure-track faculty and excessive use of adjunct faculty. The student to faculty ratio jumped from 22.8 students (Fall 1997) to 35.7 students per course section (Fall 2002).

Tenure and tenure-track Management Faculty served on all College of Business and Public Administration Committees. Management faculty attended the Academy of Management Annual Meeting, Case Research Association Annual Meeting, and the Decision Sciences Institute Annual meeting. Most presented papers or case studies which were published in blind reviewed proceedings of those organizations.

The Management Faculty also played an active role in community affairs. Tenure, tenure-track, and adjunct Management faculty taught a total of 16 evening sections of required core management courses during the 2002-2003 Academic Year to serve the Greater Grand Forks working community. However, it appeared that most evening classes serviced traditional students. University assistance in advertising the availability of these courses in the nearby

communities may increase enrollment of nontraditional students. Approximately 19 Coops/Internships by management majors were supervised by Mrs. Jones.

Dr. Jan Zahrly served as editor of the Annual Proceedings of the North American Case Research Association (NACRA) and has been a member of the Case Research Journal Editorial Board. She was also on the NACRA Board of Directors.

The need exists to add a position to compensate for the loss of two-thirds of Dr. Moser's academic time to administrative duties as Associate Dean. This position would permit the Management Department to offer a Human Resource Management (HRM) major. HRM has become increasingly professionalized with certification examinations, etc. Due to Equal Employment Opportunity impact on the workplace, compensation complexities, and the continuing need for recruitment, selection, and training in the workforce, the Human Resource major would provide professional job options for our graduates. A review of Vice Presidential officers in Fortune 500 companies highlighted the impressive increase of women in responsible Human Resource Management positions. The active support of the CoBPA Dean's office and the Academic Vice President has been sought to implement this initiative.

Management Department facilities were upgraded. Carpeting dating back to 1969 was slowly being replaced. Framed prints and plants were donated to improve the appearance of the administrative office area. Several chairs were purchased to replace decrepit and broken furniture that had not been replaced since 1980 or earlier. Classroom electronic hardware and consoles were a decade behind comparable institutions and installation of permanent Proxima projectors in Classrooms 325, 340, 355, 380, and 390 using technology fees was strongly urged.

Future objectives and challenges involve increased scholarly publication and the recruitment of a terminally-qualified production management assistant or associate professor. The offering of a professional Human Resource Management major was a prime objective of the Management Department.

The Management Department was staffed in **2003-04 Academic Year** by nine authorized full-time faculty, e.g. one professor, five associate professors. The arrival of Dr. Duane Helleloid, who had been teaching at the University of Maryland and Townsen University, provided the Management Department with a seasoned faculty member. His strategic management experience in the classroom was a welcome addition to the faculty. His teaching experiences in Latvia and Sweden, in addition to compiling the Instructor Manual to accompany Charles W. Hill's widely used textbook in International Management made him a natural to teach Multinational Management (Mgmt 420). His appointment as an Associate Professor for Management was accompanied by full-membership on the Graduate School faculty. David Hollingworth, Ph.D. University of Minnesota, with five years teaching experience at Rensselaer Polytechnic Institute was hired to commence teaching Fall 2004. This buttressed the Production Management course in the CoBPA core curriculum and enabled the Management Department to offer electives such as Supply Chain Management, Quality Management, Project Management, etc.

Dr. Jennifer Tarlin (University of Houston) taught a section of the graduate-level Advanced Managerial Theory (Mgmt 515) Fall Semester and a section of undergraduate-level Organization Theory (Mgmt 400) Spring Semester. **Jim Walker**, MBA Lake Forest Graduate School of Management was recruited to teach a section of Production Management, both Fall 2003 and Spring 2004 semesters. **Si-ye Nam**, MBA UND and Masters in Journalism (University of Wisconsin), proved effective teaching Principles of Management. **Eric Giltner**, MBA UND, taught one section of undergraduate Strategic Management (Mgmt 475) Spring Semester 2004. **Sally Page** taught a section of Management Concepts (Mgmt 305) each semester. **Bruce Byars**, LLD, taught two sections of Human Resource Management (Mgmt 302) Fall Semester and one section of Union Management Relations (Mgmt 409) Spring Semester. **Kathy Jones** (MBA, UND) taught three sections of Principles of Management Fall Semester and two sections of Human Resource Management (Mgmt 302) plus one section of Principles of Management (Mgmt 300) Spring Semester 2004. She also was the contact person for Coops, Internships, and correspondence courses involving Principles of Management.

The department had to use more than a normal number of adjunct faculty members to accomplish its mission. While the quality of these adjunct faculty members was excellent, the fact that there was not a requirement for research by adjunct faculty impacted upon department-wide scholarly activities. In addition, the summer teaching requirements, support of educational teaching agreements with foreign institutions, and significant increases in student enrollment also detracted from scholarly activities.

Student enrollment continued to climb especially in the core Management courses that are taught to all business students. For example, during the Spring Semester 2005, 231 students were enrolled in Principles of Management (Mgmt 300), which was a dramatic increase from 159 enrolled in the Spring Semester 1998.

The Management Faculty again actively participated in regional and national meetings in their disciplines. They presented papers and attended meetings of the Academy of Management, Decision Science Institute, Midwest Academy of Management, and the North American Case Research Association. Dr. Gregory Patton was elected to the UND Senate to represent the College of Business and Public Administration.

Efforts were initiated using a survey to determine student interest in a major in Human Resource Management (HRM) major. Positive results were expressed by students and representatives of the Society for Human Research in the business community. A Personnel Management major was offered in 1951, but was dropped in 1980. The HRM major would provide additional choices for our students. Also, five of our present faculty have taught HRM courses. The proposed HRM major was to be followed by one in Quantitative Managerial Decision-Making, providing faculty resources are available. A recent survey showed the Management Department's average section size was 33 students.

Office furniture was further upgraded in three additional offices in the department. Computers were upgraded for the most part. Gate City Bank has announced a naming gift of \$100,000 to upgrade Classroom 335. The carpeting in the Management Department hallways, administrative area, and GTA office needed to be replaced prior to the Accreditation visit due to severe wear.

The Associate Dean's position in the College of Business was staffed on a nearly full-time basis by a departmental faculty member. This impacted upon teaching and committee workload of the remaining departmental faculty.

The Department was staffed in **2004-2005 Academic Year** by nine authorized full-time faculty; one professor, five associate professors, and three assistant professors. The successful recruitment of Dr. David Hollingworth filled a long-term Production Management vacancy and enhanced the capabilities of the Management Department to accomplish its responsibilities. This was offset by the retirement of Dr. Janice Zahrly from the Management Department late in FY2005 and the approved, unpaid family leave of Dr. Jaesun Park. Dr. Seong-Hyun Nam was promoted to the rank of Associate Professor and was tenured. While undergraduate student credit hours taught by Management Department faculty have increased 53% (Fall 2004) and 63% (Spring Semester 2005) over Academic Year 1997-98, authorized department faculty positions have remained unchanged. The utilization of one position by the Dean's Office to fill the Associate Dean for Academics position on a full-time basis resulted in the need to hire adjunct faculty to fill four to six class sections annually. Since adjunct faculty in most cases do not serve on committees nor have research requirements, the impact on scholarly effort was a serious problem, as understaffed tenure-tenure track faculty must fill the void. In addition, the recruitment of competent faculty was seriously hampered by compensation offers a minimum of \$10,000 or more below mean salaries by discipline. Extremely high property taxes also chilled recruitment of at least one outstanding candidate. High building costs and a severe winter climate also hampered staffing efforts.

The **2005-2006 Academic Year** opened with the Management Department having reached its apogee by staffing all nine authorized positions with doctoral-qualified tenure/tenure-track faculty. The 100% staffing level lifted the Management Department from its nadir of 33% full-time Ph.D. faculty. Five years of nonstop recruiting by Management Department personnel and financial assistance from the Office of the Dean played an important role in this success story. Dr. Clare Francis joined the Department's faculty to teach Human Resource-oriented courses. Dr. Francis has a MBA from the University of Pennsylvania, a Ph.D. from Indiana, and 13 years of experience as the Chief Finance Officer of a major hospital. She was born in North Dakota and brings diversity to the Department.

A more balanced faculty evaluation system was developed in which teaching effectiveness, which was solely measured by student evaluations previously was revised to include three components - student evaluations, peer evaluations, and individual faculty portfolios consisting of syllabi, study guides, working papers, classroom handouts, etc. This revision better aligned Management Department evaluations with the College and University practices. Scholarly activity and service rounded out the faculty evaluation system.

Significant progress was made in identifying and publishing the Management Department's course assessment goals. The five goals to be incorporated in the Department's course syllabi were: (1) Apply analytical problem solving; (2) Demonstrate communication skills; (3) Assess

student learning, involving the concepts of management; (4) Provide exposure to current events; and (5) Apply Business Ethics Principles.

The Management Department faculty voted to support the Human Resource Management major. The support of the Office of the Dean was also obtained.

Dr. Vitton announced that he would be stepping down as the Department Chairman at the end of the Spring Semester 2006. He expressed his personal conviction that after five years it was time to give other faculty the opportunity to obtain administrative experience. He planned to continue teaching Strategic Management and other management-oriented courses. Dr. Duane Helleloid was elected to assume the duties of Departmental Chairperson at the end of the Spring Semester.

During the **2006-2007 Academic Year** the Management Department experienced relatively stable student credit hours generated and utilization of faculty resources. Problem areas in the department's teaching mission were identified, and dealt with effectively. The department's programs, along with all those covered by AACSB in the College, received reaccreditation in the Spring of 2007.

The Department received Stage One permission to develop two new majors (Human Resource Management and Operations and Supply Chain Management) and has been working to develop the curriculum and receive approval for the new majors. These new majors will allow students to pursue studies that more directly align with current employment opportunities, and better prepare them for their careers. Significant progress was made on the Stage II proposals for two new majors, with completion/approval of these proposals expected during the coming year.

In the Spring Semester 2007, construction work began on the renovation of Gamble Hall, Room 335, with funding by Gate City Bank. Future plans to incorporate additional technology that would allow the classroom to be a window into the rest of the world, would permit video conferencing with faculty, students, and guest speakers from around the globe.

The department consisted of 9.5 tenure track faculty (one is shared with Accountancy), one full time lecturer, four quarter-time graduate teaching assistants, one administrative assistant, and some administrative assistance from a work study student. An additional management faculty member is needed who would teach management-oriented courses on a full time basis. The lack of a full-time teaching position has been covered by part-time instructors, faculty overloads, or increasing class sizes. The Department Chair requested that the Associate Dean's faculty line be moved out of the department and into the Office of the Dean. Having the Associate Dean's position assigned to the Management Department distorts efficiency metrics (e.g., SCR/FTE, revenue/expenditures) and disadvantages the department when these metrics are used in resource allocation decisions.

Three courses that had previously been taught on a special topics basis were approved as part of the Management Department's regular course offerings (MGMT 412, 431, 432). An ethics course for the insurance industry was offered by one faculty member and students received Continuing

Education credits. President Kupchella spoke to a Principles of Management class taught by Kathy Jones, upon her request.

The Department received approximately three thousand dollars in support from alumni. The college received a donation of approximately one hundred thousand from Gate City Bank that was used to renovate Classroom 335 in Gamble Hall. That classroom was used primarily by management department faculty.

A departmental assessment retreat was conducted for Fall 2007, to review data collected over the past three years to see what conclusions could be drawn. The department has a very positive climate, with high levels of respect and collegiality.

In November 2007, Dr. Greg Patton announced that he would be resigning as of the end of 2007-2008 Academic Year. He will be joining the University of South Dakota faculty, primarily to be closer to his family in Northwest Iowa. He has received several outstanding teaching awards in the past, was the Management Department's contact for assessment, and was the faculty advisor for the Management Student Club. He developed and taught Training Development and Staffing (Mgmt 412), and Recruitment and Selection (Mgmt 410). Dr. Greg Patton's overall contributions were invaluable in the pursuit of accreditation and the Human Resource Major,

MANAGEMENT DEPARTMENT TIME LINE

- 1909-1910 - Corporation Finance course offered
- 1917 - Four year course in Commerce established in the College of Liberal Arts
- 1917-1924 - Office Methods course offered (Renamed Office Management)
- 1924 - School of Commerce Organized (Ezra Towne-Dean)
- 1934 - Marketing & Management subdivision organized under the Economics and Political Science unit. Personnel Administration was designed Economics 321
- 1942 - Department of Marketing & Management organized (Willard D. Davenport Head)
- 1951 - Management Department was authorized by the State Board of Higher Education under the College of Business and Public Administration (Courtney F. Schley, Chairman)
- 1962 - Air Force Institute of Technology / UND graduate program established a Master of Science degree in Industrial Management. Later an MBA program was developed.
- 1968 - Management Department located in the new Gamble Hall
- 1971-1980 - W. Fred Lawrence served as Acting Management Department Chairman (1978-80)
- 1974 - Organization Behavior Course was added
- 1986 - Organization Theory, Wage and Salary Administration, & Union-Management courses first offered
- 1980 - Organizational Change: Industrial Management and Personnel Management majors were dropped. Only a General Management major was offered. Manoji (Tom) Basuray was appointed Chairman
- 1982 - Faculty salary freeze mandated by North Dakota State Government
- 1984 - AACSB accreditation received in May 1984 for the College's undergraduate program

- 1984-1985 - Four faculty hired, five terminally-qualified faculty resigned.
- 1986 - Dr. Basuray resigned. Dr. Bruce Eberhardt becomes Chairman.
- 1987-1988 - Finance courses move from the Management Department to the newly created Finance Department. Management Department Administrative Offices were remodeled. Personal computers were installed in all departmental faculty offices.
- 1988-1989 - Laser Printer acquired. Negotiations conducted to phase out UND MBA programs by the end of September 1989 at Minot and Grand Forks AF Base. Dr. Pooyan resigned for salary reasons.
- 1989-1990 - AACSB accreditation received for both undergraduate and graduate programs
- 1997 - Strategic Management was taught in Beijing, China by Dr. John Vitton
- 1998 - Divisional Structure Implemented. Systems Division included Management, Marketing, Information Systems, and Technology. Cargill Room was dedicated October 6, 1998
- 1999 - Faculty saddened by the untimely death of Dr. Bruce Eberhardt.
- 2000 - Divisional Structure Disbanded. Management regains Department Status!
- 2000-2001 - Dr. James Bronson resigned. Dr. John Vitton served as Coordinator later Department Chair.
- 2001-2002 - Five of nine tenure/tenure-track positions were vacant due to two resignations (Dr. Chong & Dr. Dougan) and Dr. Zahrlly's medical leave. Spring Semester 2002 = 105 management majors, a 43% increase over 1998-99 enrollment; which averaged 74 management majors. Dale Morrison, former Campbell Soup CEO, spoke to several Strategic Management sections. Dr. Jaesun Park was on a requested family leave. Greg Patton (ABD, Iowa State), Dr. Christopher Shaw (University of Nebraska), and Tom McKnight (Ohio State J.D.) joined the faculty.
- 2002-2003 - Patrick Schultz (ABD Texas Tech) was hired and Dr. Duane Helleloid (University of Washington) signed a letter of appointment for Fall Semester 2003. Dr. Park was promoted to full professor.
- 2005-06 - Management Department attained 100% staffing of nine authorized positions. Dr. Vitton resigned as Chairmen and Dr. Duane Helleloid assumed the Chairmanship.
- 2007 - AACSB accreditation received (Both undergraduate and graduate programs). Stage I permission received to develop HRM and Supply Chain Management majors. Gates City Classroom 335 renovation was completed. Dr. Steven Moser was promoted to full professor