

Graduate School of Management

Students Association Newsletter

EDITOR'S NOTE

On the Virtues of Policy Analysis

We are constantly hearing that American leadership, in a variety of business contexts, has been eroded by the failure of American businessmen to focus on long-term strategy.

Many of the courses we have taken in pursuit of the M.B.A. degree concentrate on learning how to make tactical decisions.

Tactical decisions focus on short-term problem solving.

Ideally, tactical decisions are made within the context of a long-term strategic plan. Policy analysis courses help students to think strategically. They teach us to focus on long-term consequences or short-term, tactical decisions.

They require the student to make a serious effort to think about where it is an organization wants to be vs. where it currently finds itself. It forces us to confront important strategic questions. How do we get from here to there? Where is "there" anyway? What will happen if we do this now rather than later or that now rather than this?

These are important questions for the strategic planner. They are the questions that policy analysis classes help us to confront. The questions that policy analysis classes help us practice and experiment with.

The loss of the M.P.A. portion of our program threatens the opportunity for M.B.A. students to take advantage of courses that do not focus on a tactical or functional approach to business. It is my fervent hope that the threat does not become a reality.

The students at GSM deserve the opportunity to take these kinds of classes. Whether they are tied to public sector management or not, I hope courses of this nature will continue to be offered after the M.P.A. portion of the curriculum has been finally and irrevocably excised.

WHERE IS MANAGEMENT EDUCATION HEADING?

Dr. Lyman Porter of GSM and Dr. Larry McHibbin of the University of Oklahoma are doing a joint study to answer the above question, Dr. Porter is being assisted by Ph.D. candidates William Cowie, Hal Gregerson, and Greg Stephens. This study has received funding from the American Assembly of Collegiate Schools of Business, which decided to fund the subject in 1982.

The researchers, including Dr. McHibbin, presented a colloquium on April 22, 1985 entitled "Presentation on the AACSB Project on the Future of Management Education". Two 1959 studies of management education has a great impact on business schools, but there has been no new studies until this one. This study has as its objectives to answer these questions on the education of managers: Where has it been, where is it now, where is it heading, and what recommendations can be made for needed changes?

This colloquium outlined the structure of the research because there are as yet no concrete results. There are six main parts of the project: 1) an extensive review of "Futures" literature to see what it may hold; 2) an examination of "Critiques" literature to find criticisms of business and business education; 3) a survey of MBA students and their subsequent careers; 4) the building of an Archival Data Collection; 5) Interview data from universities and corporations; and 6) A questionnaire survey in thirteen versions for universities and corporations.

Dr. Porter reports that the toughest problem the research team has faced has been finding parking spots. We hope that no more serious problems arise and wish Dr. Porter, William, Hal, Greg and the others a clear line ahead on this important project.

CALENDAR

Wednesday, May 15

- 8:00 a.m. Thomas Prendergast, director of epidemiology and disease control for the Orange County Health Care Agency, speaks on "What's Bugging Us in Orange County". CHOC Auditorium
- 12 noon Interview Workshop
Sign-up with Linda Heintz

Thursday, May 16

- 10 a.m. - 12 noon "Document Production and Laser Printer Use on CP6" prerequisite - prior use of Edit on OSY. Info: 856-5153, 201 ENGR.
- 3:00 p.m. Susan Linz, Economics Professor speaks "On Soviet Defense Expenditures", 640 SST.
- 6:30 p.m. - 9:30 p.m. Mock Interview Sessions. UCIMC
Info: Linda Heintz

Friday, May 17

- 2:00 p.m. Introduction to Personal Computers, \$20. Register at 856-5153. 201 ENGR

Saturday, May 18

- 6:00 p.m. GSM AWARDS BANQUET, \$10 - Mesa Court. Info: Gerry Gallagher, Keith Kareta, Kristen Nonson

Monday, May 20

- 2:00 p.m. - 4:00 p.m. First of 2 sessions on the Basics of Using CP6. 201 ENGR. FREE, Info: 856-5153

Wednesday, May 22

- 2:00 p.m. - 4:00 p.m. Basics of Using CP6. Session 2
201 ENGR

Monday, May 27

--- MEMORIAL DAY HOLIDAY ---

CALENDAR (cont.)

Tuesday, May 28

- 3:00 p.m. - 4:30 p.m. Electronic Mail on CP6. 201 ENGR
- 8:00 p.m. McGeorge Bundy, Harvard University professor of government and special assistant for national security affairs to President Kennedy & Johnson speaks on "Nuclear Stalemate and American Opportunity: The Case for Confident Moderation." Fine Arts Village Theatre, \$5. For Tickets: 856-6616.

Wednesday, May 29

- 9:00 a.m. - 11:00 a.m. IFPS, The Interactive Financial Planning System, 201 ENGR. FREE
Info: 856-5153.

Thursday, May 30

- 10:00 a.m. - 12 noon Personal Computer Communications, The Use of the PC as a Terminal in a Multi-User Computer System, 201 ENGR. FREE Info: 856-5153.
- 4:30 Happy Hour Potluck honoring the Woman Faculty Members of GSM.

Friday, May 31

- 7:00 p.m. International Potluck. New Verano Rec Ctr Bldg 4700; Info: Marcy Jaffe, Maria Roldan, Len Panganiban.

\$\$\$ INTERNATIONAL POTLUCK \$\$\$

Come to the International Potluck on Friday, May 31 at the New Verano Rec Center, Building 4700 Verano. Share exotic dishes from and stories of places you've visited, want to visit or have left behind.

If you have slides of the places you've visited, leave a note in MARIA ROLDAN'S box by May 20, 1985 so that we can include your slides in a presentation that MARCY JAFFE and her friend STEVE are preparing for the potluck.

See you May 31st!

Maria Roldan

LETTERS

Dear Editor:

I'm taking macroeconomics this quarter and I was wondering if you could give me a one sentence explanation of the IS curve?

Sincerely,

Bemused

Bemused:

That's the one that goes from left to right, is downward sloping and moves up and to the right when I goes down and don't forget, equilibrium is found at the point where the LM curve (which is upward sloping and goes from right to left) crosses it.

Get it?

T.K.

+++ MEDICAL REPORT +++

After a short-lived remission, the M.P.A. and M.B.P.A. degrees have suffered from a relapse. The cause is unclear. Friends and family are praying fervently for a full recovery. Cards and letters should be sent to the powers that be.

YPO PANEL DISCUSSION

The Young Presidents Organization held a panel discussion for GSM faculty and staff on Tuesday, May 7, at the University Club. The subject was the content of the MBA curriculum.

Four panelists addressed three different issues:

- 1) Functional vs. Generalist Education
- 2) Case vs. Lecture Teaching Methods, and
- 3) The Skills Required for a Successful Business Career

Those who attended were treated to an informative (and occassionally lively) discussion. Those who did not attend missed a chance to find out how to get ahead in the world. That'll teach you!

What's in a Name?

We don't want our name to keep you from joining us. So we're having a poll to find one that you're comfortable with. Check of your favorite or pen-in your suggestions below and leave in DEBBIE KLOMAN'S box. Thanks!

Women in Management _____

Gender Roles in Management _____

Catalyst Network _____

Other:

We plan to sponsor useful personal and career development workshop activities next year and we look forward to your participation and suggestions.

APPROACHES TO HIGHWAY DESIGN AND SOME CONSIDERATIONS

Professor Joesph Prashker presented an ITS Colloquium March 1, 1985 on, "A Stochastic and Economic Approach to the Determination of Highway Geometric Design Standards".

Dr. Prashker's talk concerned many of the mathematical details to the geometric design of highways, or the selection of values for highway elements such as the radi of curves. However, it is more interesting for managers to consider the overall problem involved: Are all values being considered in the design of highways? For instance, engineering considerations, such as the width of shoulders, often prevail in highway design when physical factors, such as different types of vehicules, or behavioral factors relating to different drivers, should be considered. In fact, these latter two sets of factors are the most numerous.

True management of the problems requires systematic dealing with all factors. Dr. Prashker's approach is to, 1) define a distribution for the values of heretofore neglected inputs; 2) Define their physical and behavioral dimensions; 3) select design criteria keeping in mind these new dimensions; and 4) derive optimal design values.

The fact that an entire set of design values may emerge from all of this simply reinforces the concept of this being a management problem. Management means more than profits and losses. It can also mean weighing different values to determine decisions. This kind of management problem may crop up anywhere, something to consider the next time we are driving down a highway.