

# CBA Today

College of Business Administration  
San Diego State University

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## Welcome Aboard!

The College of Business welcomes two new faculty members this fall, **Carol Venable**, assistant professor of accounting, and **Rajesh Kanwar**, assistant professor of marketing

**Venable** holds a BSBA with highest distinction and a Masters of Accountancy from the University of Arizona. While pursuing her doctoral studies at Arizona, she was the department advisor to undergraduate and masters students, taught in the federal taxation area, and worked with Professor Marcia Niles as a research assistant. A high point for Carol was the successful defense of her dissertation on March 11 ("An Analysis of Auditor Independence and Its Determinants"). Her dissertation committee was chaired by Professor William L. Felix, Jr., Price Waterhouse Professor of Auditing. Among Carol's research interests is the integration of agency and organizational models in studying auditing, management control system, and organizational design issues. She has already begun several joint research projects, which she hopes will quickly come to fruition now that the PhD is almost in-hand. During the course of her studies, Carol earned a number of awards: listed in Outstanding Young Women of America, received Honorable Mention in the Beta Alpha Psi Manuscript Competition, and named Outstanding Masters Graduate in Taxation and Outstanding Graduate Assistant. About the only thing that has not worked out quite as well as planned was her move to San Diego--her car was stolen only days after her arrival! Welcome to sun-and-fun San Diego, Carol.

**Kanwar** recently completed the PhD in marketing from Penn State University. He also holds an MBA from the Indian Institute of Management at Ahmedabad, India, and a BE in electrical engineering from Karnataka Regional Engineering College, Mangalore, India. His dissertation explores the effects of memory structure and memory load (the amount of information that needs to be memorized and retrieved from long-term memory) on consumer goal formation, and the impact of consumers' goals on decision processes. Subjects engaged in decision making under several simulated decision situations during which verbal protocols were used to monitor their goals and decision processes. Rajesh has published single- and coauthored articles, and his current research projects include measurement of the structural aspects of knowledge as opposed to free association tasks, and concepts salience and its use as a decision attribute. While on the teaching staff at the University of Florida, Kanwar taught undergraduate and graduate marketing management and was an instructor in the three-month Executive Development Program sponsored by the University of Florida for Harris Corporation. Though Rajesh is new to San Diego, one thing is familiar to him--the sun in San Diego shines as brilliantly as it does in Florida.

Welcome, Carol and Rajesh!

### MPPP Recipients

In recognition of their performance and/or promise in the areas of teaching, other professional accomplishments, and service to the University community, seventeen faculty from the College of Business Administration have been awarded Meritorious Performance and Professional Promise Awards (MPPP).

Congratulations to the following faculty members.

**School of Accountancy:**

*Robert Capettini, Chee Chow, Michael Shields, O. Ray Whittington*

**Department of Finance:**

*Antony Cherin, Kamal Haddad, Mehdi Salehizadeh*

**Department Information & Decision Systems:**

*Milton Chen, Alexis Koster, Fred Raafat*

**Department of Management:**

*Mark Butler, Michael Hergert, Mary Jo Hatch*

**Department of Marketing:**

*George Belch, Michael Belch, Donald Sciglimpaglia, Thomas Wotruba*



### 34-Year Tour of Duty

Describing a faculty member's contributions to the institution he has served during an academic lifetime is a difficult, if not impossible, task. The "too numerous to mention" syndrome immediately takes over as fact after fact is uncovered in a personnel file spanning thirty-four years. The beginning is simple; the end, straightforward. But what of all the years in between, the years of growth and change.

### Maury L. Crawford

That's the story sought from **Maury Crawford, professor of information and decision systems**, who will retire at the end of the spring semester after thirty-four years with SDSU.

1954. For most faculty, fall 1954 is a dim memory; not so for Maury. President Love held the title of president of San Diego State College; Charles Lamden, currently professor of accountancy, chaired the Business Division; approximately 4,000 students were enrolled among ten academic divisions; faculty numbered about 300. The Division of Business, housed in Hepner Hall together with the entire central administration, included only three departments: Accounting and Business Management; Marketing; and Business Education, Secretarial and Office Management (Maury's new home). With Maury's arrival the number of business faculty soared to 25. Listed in the 1954 general catalog as an occupational major, the business curriculum offered a bachelor of science in nine different concentrations. Business enrollments were moderate, about 25-30 students per class. "We could have taken many more students. Demand was very high and classrooms were available, but, much like today, we didn't have enough faculty to staff the courses." Looking back, Maury remembers a very comfortable and personal environment. "President Love knew every faculty member by his or her first name--that made quite an impression on a new faculty member."

1957. At the request of Lamden, Maury accepted his first major assignment, chair of the Business Curriculum Committee. An important responsibility of the committee was the shepherding of the curriculum structure (developed to meet the curriculum requirements of the American Association of Collegiate Schools of Business, later changed to the American Assembly of Collegiate Schools of Business) through the Division of Business Administration curriculum approval process. "I was surprised he picked me. I had only been here two years and was only an assistant professor." But Maury and the committee quickly went to work. "Everyone in the division cooperated; it was marvelous." After a great deal of work by many faculty and staff, and only one visitation by the AACSB accreditation team, the Business Division received accreditation in 1959. San Diego State became one of the first three colleges in the nation to

receive AACSB accreditation. Prior to this, only universities had been accorded this honor, with one exception, Dartmouth College. Shortly thereafter, the business division became the School of Business.

1958. After only four years on the faculty, Maury earned the rank of associate professor (President Love phoned Maury to personally inform him and offer congratulations) and was named chair of the Department of Business Education. Maury's abilities as an instructor and administrator were continually challenged over the next seven years, as San Diego State College experienced a dramatic growth in both the number of students (nearly topping 9,000 in '58) and faculty (doubling to 500 since Maury's arrival in 1954). For Maury, his involvement in the university community grew as rapidly as its population. He was elected the first secretary of the first Faculty Senate; held every office in the State California Business Education Association; and served as the business administration representative on the first University Undergraduate Committee. He even found time to complete his doctorate at UCLA, publish his first textbook and a number of journal articles, and earn the rank of full professor. One thing, however, remained constant--his dedication to the students, attested to by superior teaching evaluations semester after semester. And yet, for Maury, those were relatively quiet years compared to what was to come.

Spring 1965. Dean Lamden appointed Maury associate dean. "Lamden was an astute administrator and delegated authority well; I learned a great deal in a short time." Lucky for Maury, for the following fall he was appointed acting dean. "I didn't hesitate to accept because it was to be for only a year." As it turned out, one year ran on into four years. Maury remembers it as a tumultuous time. The number of business faculty increased every year, reaching seventy by 1969. Support staff, however, was terribly inadequate. "We were generating nearly the same FTE as science, yet our number of clerical positions was disproportionately small. So, I went to Vice President Watson and made my case." A good case it was. The number doubled, from five to ten full-time staff. "That made it possible for each department to have its own secretary." In his third year as acting dean, while a search committee was screening dean candidates for a second time, work began on a joint doctoral program with UCLA. "UCLA was very excited about it; our programs seemed to fit them like a glove. Several senior University of California administrators and faculty considered San Diego State the 'crown jewel' of the state college system." But the program never materialized. Eventually, new deans took over at both schools, and the new UCLA dean (appointed the same year Dean Hungate became the SDSU School of Business dean) said no to the program. For all the faculty it was a disappointment, but Maury didn't have time to dwell on it.

1969. The new business dean, Robert Hungate, requested Maury to accept appointment as associate dean. Maury accepted, and then, according to Maury, "all hell broke loose." Student protests were quickly spreading from Berkeley across all California colleges and universities; Viet Nam was the battle cry. Though he didn't agree with the students, "I could certainly understand their feelings. I had served in the Navy and was a reserve officer, and no one with any sense,

least of all a service man, wants to go to war." The classroom became a very real intellectual battleground.

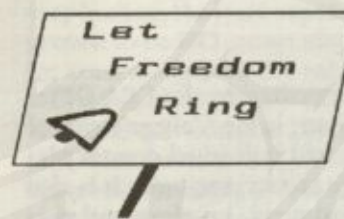
Six years passed, issues were resolved, and Maury found himself holding the title of Associate Dean for Undergraduate Studies, a new position within the School. "This was a much better position. I had a wonderful group of department chairs to work with--very cooperative--and the work itself was far more interesting." Maury was elected to chair the first university Ad Hoc English Requirement Committee and joined with the College of Business Administration in grappling with the problems associated with a college that knew no limits to its growth.

1983. After fourteen years as associate dean, something crystallized for Maury--it was time to return to teaching. "It was the most wonderful feeling in the world to be back to full-time teaching. I look back and wonder how I had spent so many years in administrative positions." Except for one year as acting chair of the newly configured Information & Decision Systems Department, Maury has dedicated his remaining years at SDSU to the students and his colleagues. He summed up his feelings about his years at SDSU in his request for retirement letter: "I have a bountiful sum of happiness."

1988. And what comes after for Maury? He has just completed a textbook and has another to finish, planned for release in January 1991. He hopes to continue part-time teaching, developing special instructional techniques for use in the IDS 290 (the 200+ enrollment course). And, as a Mormon, he very much wants to go on a one-year mission with his wife, wherever the Church needs him, to work in one of its Visitor Centers where there is a great need for senior volunteers.

Though much changes over the course of thirty-four years, one constant remains for Maury--his life spirit of dedication and commitment that endures and benefits all who come to know him.

Thanks, Maury, from all of us.



During the quiet of Winter Session came a joyous chorus of song, speech, and ceremony. "Living the Dream, Let Freedom Ring," a commemoration of the birthday of Dr. Martin Luther King, encapsulated the great spirit and deep emotion of a time and a legacy.

Those fortunate enough to be present relived for three short hours the successes, failures, and dreams and aspirations of a man, a people, and a struggle. It was a time of renewal, a time for rededication.

The event was conceived and brought to fruition by the SDSU Study Commission on Black Affairs (SCOBA) after only three months of planning. The program offered memories of Dr. King and his time in a variety of settings: remembrances of Dr. Jackson Kimborough (one of San Diego's first Black activists) of a time in San Diego when the

civil rights movement was in its forming stages; exuberant musical selections from the SDSU Black Gospel Choir; an emotional and moving portrayal by SDSU freshman Frederick Johnson of excerpts from Dr. King's many speeches. Esther Rolle, television personality and civil rights supporter, gave the keynote address. Two points forcefully marched to the fore: the need to remember the lessons of the past, teach them to our children of the present, so that they can carry them forward into the future; and that no individual can move forward while his or her foot remains planted on the backs of others in an effort to prohibit them from seeking the same progress.

A special honor was presented to a member of the College of Business, **Harold Brown, Associate Dean for External Relations**, and a founding member of SCOBA. As a tribute to Brown for sacrifices made in his role as civic activist, and for his lifelong commitment to the cause of civil rights, the first *Harold Brown Freedom Award* was established by SCOBA, and Brown became the first recipient. To many in the audience that day, Brown's work is well-known, but to many others, including many within the College of Business, it is not.

Having grown up just north of the Mason-Dixon Line, in Pennsylvania, Brown's exposure to racial hatred came early. Attending a legally segregated elementary school, he and his classmates often on their way to school heard the cry of racial epithets and felt the hateful spit of whites so often only associated with the South. These memories made a lasting impression on the young boy, for, as a young man at San Diego State College, Brown began his enduring involvement in the struggle for minority rights. He spoke to churches on racial equality; he worked with the El Cajon Open Housing Committee in its efforts to enforce open housing in the community; he helped form the Afro-American Association, which helped Blacks understand racism as a system, and how this system affected their lives and self-esteem. His involvement became even more direct when, in 1961, along with a handful of other civil rights activists, he helped found the San Diego Chapter of the Congress of Racial Equality (CORE). As many activists of that time soon learned, the price for integrating housing, education, and employment came high. For Brown, as the leader of many demonstrations and sit-ins, it was a 45-day jail term.

Though perhaps less visible than his contributions of the 60s, Brown's efforts today are no less dedicated to the advancement of civil liberties. Since accepting an administrative position in 1971 at San Diego State University, he formed the Afro-American Department and served as its first director for two years; at the request of Judge Louis Welsh and Police Chief Bill Kollender, he accepted a position as vice chair and then chair of the San Diego School Integration Task Force; helped establish SCOBA at SDSU and has served as its co-chair since that time; serves on the Board of the College of Retailing (a school to train minority persons for the retail industry); and is the current president of the Black Economic Development Task Force of San Diego County.

Freedom will someday ring fully and clearly for us all so long as people of Brown's dedication are among us and receive our support.

## Hail and Farewell

The retirement of **Dr. Leroy Lewis**, director of the Center for Continuing Education in Business, was announced by Allan Bailey, dean of the College of Business, at a recent President's Round Table breakfast meeting. Leroy, who turned 80 in February, has been with the College since September 1973, when he was invited to join the College as its first Distinguished Visiting Professor. A one-year visit to SDSU turned into a fifteen-year personal and professional contribution to the life of the College.

Leroy began his professional career as an instructor of speech and debate at Wichita State University, followed by a similar position at Duke University in 1935-43. His most prominent position was that of national educational director of the American Institute of Banking, a position he held from 1947 to 1965. It was during this tenure that he developed the contacts needed in order to offer the kinds of programs he was later to establish at Texas Christian University and San Diego State.

Prior to joining SDSU, Leroy was a seven-year veteran of the faculty of Texas Christian University. He had been appointed the first full-time director of the TCU Evening College. In this position Leroy expanded and enhanced the division's educational programs offered to business, professional, community, and faculty groups. During this same time period, he developed the program that he would later bring to SDSU, the President's Round Table.

When Leroy joined SDSU in 1973 his first assignment was just that, to develop a President's Round Table for SDSU. During that first fall, Leroy discussed the concept with 45-50 presidents and CEOs of San Diego companies, and, in February 1974, The President's Round Table met for the first time, listing 32 charter members. A dozen times each year the membership of approximately sixty CEOs meets for a breakfast seminar to hear a speaker of distinction on a subject of management concern. During the past fifteen years, over 150 San Diego presidents and CEOs have participated.

Though the President's Round Table is Leroy's flagship program, he cultivated a much broader audience for his other programs. A nationwide audience attends "A Day with Peter Drucker," now in its 13th year and attracting 200-300 registrants annually. For the local San Diego community there is the Business Briefings luncheon series, offering opportunities to hear nationally recognized speakers (which have included William F. Buckley, Jr., and Louis Rukyser).

Leroy has not forgotten the students, either. Each semester, in addition to his responsibilities for the community programs, Leroy teaches a business course of 50 to 60 students entitled Business Professions. Guest speakers present their real-world experiences and offer suggestions helpful to students who are looking forward to beginning their business careers.

Over the years Leroy has presented more than 180 programs. But though each program may have varied in content, each had the same focus according to Leroy: "to assist in the quest for excellence by bringing the best talent available from all sources to address issues of maximum interest." He has done just that, and he will be missed by a large community of people who have benefited from his work.

Goodby, Leroy, and thanks for all your efforts on our behalf.

## Picture Perfect

The College of Business, in conjunction with the School of Accountancy, held its annual *Century Club Appreciation Luncheon* at the Radisson Hotel on March 3. Keynote speaker **John Barr**, director of worldwide communications for Eastman Kodak Co., quickly captured the audience's attention with slides, video, and music as he presented an insider's view of the Calgary Olympics and described the benefits reaped by Kodak from such sponsorship. Though unwilling to put a dollar amount on the cost to Kodak of being an official sponsor, it was obvious that the company never hesitated in its decision to do so: "If we don't do it, Fuji will!" Barr painted a picture of a marketer's heaven: creating a worldwide marketing campaign; enhancing the perception of Kodak's products (olympics = best); increasing sales and market share; introducing new products. How does one fix a value on opportunity?



The luncheon, organized by the CBA Office for External Relations, is the College's way of thanking corporate and individual donors who give \$100 or more to the College and its programs. It is also an opportunity for the donors to meet "up close and personal" the faculty who benefit from their giving. In addition to the luncheon, membership in the Century Club provides for further "return on investment": admission to special business seminars twice a year, an engraved walnut plaque, a complimentary subscription to the *Business Briefs* newsletter, and, for those donating \$250 or more, discounts on non-credit professional development courses.



## Teach-Factory

by **Bob Schlesinger, IDS**

In typical university settings, laboratories and hardware tend to be the exclusive province of engineering and science departments, while management students must settle for textbook examples of how the world works. Things are a bit different, however, within the Information & Decision Systems Department of the College of Business Administration. Soon to be up and running is a computer integrated manufacturing (CIM) "teach-factory," which will be used to demonstrate managerial decision making in a real-time environment.

With the national spotlight on productivity, competitiveness, and manufacturing, management students are beginning to show increased interest in the POM option. However, today's nontechnical undergraduate and MBA have little, if any, hands-on knowledge of advanced manufacturing techniques even though they will often select firms with a high-technology environment. A basic knowledge of modern, factory systems operations would be extremely useful. And that is what the IDS Department hopes to offer.

The typical curriculum for the POM major includes (1) management science/operations research (MS/OR) courses with an emphasis on mathematical analysis, typically followed by (2) programming languages and computer modeling techniques, including factory simulation programs such as SimFactory. A third step, the "teach-factory," is designed to implement a hardware solution to classical problems solved in MS/OR and simulation courses in areas such as queuing theory and statistical quality control.

The hardware of the teach-factory presently consists of a microrobot teachmover robot and two tracked service vehicles. Since the budget for this exploratory project was very limited, the least expensive "tracked vehicles" available proved to be HO-gauge electric trains. The main computer for controlling both the robot and the vehicles is a PC-XT with 640K of RAM and a 20-megabyte hard disk running at 10 MHz. An Octagon Systems I/O controller with a Z-80 CPU also serves as an interface with the vehicles. The robot has a built-in 6805 CPU as its controller. Six optical sensors built by students are placed at strategic points within the system to monitor and control the operation. Activation of the sensors provides interrupts to the computer. These signals are used to track the position of the trains and furnish timing references on their progress.

The student, acting as the production operations manager, is called upon to apply the decision-making skills learned in the classroom in the areas of scheduling, queuing theory, and quality control. Data provided at the start of the laboratory exercise is used for decision making. The students' objective is to optimize the through-put of material in the factory. The more high quality parts the student gets through the factory in a given time frame, the better his/her performance. If bad puts are allowed to pass through the factory undetected, the performance score is reduced. Since



operation and decision making is real time, things can get exciting, especially if trains collide!

So, if you pass the College of Business Administration and hear bells, whistles, clangs, and bumps, don't be alarmed. It's just the IDS students making tracks in real-world technology.

**Daryl Mitton**, professor of management and director of the Entrepreneurial Management Center, and **Alan Grant**, a member of its board of director, recently were busy reading the business plans of thirty-five CEOs of emerging companies in San Diego. In addition to reading the plans, Daryl and Alan coached these entrepreneurs on the presentation of their plans before a group of approximately 85 venture capitalists from across the United States. A quality plan, combined with a quality presentation, could make the difference in securing funding by the CEO for his or her company. The forum, co-sponsored by the EMC and the San Diego Technology Financial Forum, was held February 17-18 at the U.S. Grant Hotel.

**Mitton, Grant, and Alex De Noble**, professor of management, coordinating their efforts through the EMC, conducted the Second Annual Student Business Plan Competition, held at the Doubtree Hotel on November 30, 1987. A panel of five local business executives selected students Mike Marrs and Tim Forrest of Marshal Electric-Mexico, and Eric Holm and Sharon Nilsen of Salmon Fisheries as tying for first-place honors. Sol Price, CEO of the Price Club, was featured speaker at the awards banquet that followed the competition. Mitton received a plaque in recognition of his special contribution to the event. Last year's winner Larry Imperiale turned his plan into reality, Saleprint, Inc., and expects sales of over \$5 million by the end of his first year in business.

The College of Business Administration was awarded \$9005 of California lottery money resulting from a proposal submitted by Mitton for course curriculum development in the entrepreneurial area. The money will be used to develop a course in enterprise finance and financial control. Working with Mitton on the proposed course are Professors **Alan Grant**, management; **Tony Cherin**, finance; and **Van Ballew**, accountancy.

EMC  
News

## Alumnus of the Year

The College of Business Administration announced the selection of **Robert N. Beck** as its Alumni of the Year.

Beck, who earned both a BA and MS from San Diego State, is Executive Vice President of Corporate Human Resources with the BankAmerica Corporation. As his current position indicates, Beck's involvement in human resource development and management underlies his entire professional career. From 1985 to 1987 he chaired the AACSB Upward Mobility Committee of the Program to Increase Minorities in Business. He currently holds the directorships of Blue Shield of California, the National Center for Health Education, American Federation of Aging Research, the National Fund for Medical Education, and the National Council on Aging. Beck is an active member of organizations such as the Employee Relations Council-Business Round Table and the Labor Policy Association. His national reputation led to membership on the White House Conference on Aging and the United Nations World Assembly on Aging. In 1985 Beck received the ASPA Personnel Executive of the Year Award.

An active lecturer, Beck has appeared at several business schools and presented papers at Academy of Management annual meetings. He coauthored two books and has contributed chapters to several others.

## Alumni Fund Drive

The SDSU Alumni Annual Fund completed its fall 1987 fund-raising campaign. In past years, the campaign had focused on unrestricted giving for the University. In the fall 1987 campaign, however, the University for the first time designed the annual campaign to generate gifts for the eight Colleges (restricted giving). The campaign consisted of a direct-mail piece to alumni, followed by a phonathon campaign aimed at renewing prior donor gifts, generating new gifts, and upgrading the amount of current donor gifts.

The College of Business participated in the fall campaign, generating \$29,530 in contributions to the College. This represents a substantial increase over prior-years results. The campaign, together with the establishment of the Business Alumni Association (BAA) through the CBA Office for External Relations, have helped to develop support for and increase the visibility of the College among the business alumni. To generate additional funds, the entire process--direct mail and phonathon--will be repeated during the spring 1988 semester.

This year's initial effort represents an important step forward in the organization and development of alumni giving in support of faculty, students, and programs of the College.

ly Used Cost Variance Investigation Rules" (with **Kamal Haddad**, associate professor of finance, and **Gwen Totterdale**, assistant professor accountancy) at the 1988 Western Regional Meeting of the Decision Sciences Institute; will present "Management Accounting Problems in Hospitals: Implications for Management Accounting Education and Research" (with **Kamal Haddad**, associate professor of finance, and **Mike Shields**, professor of accountancy) at the 1988 Midwest Regional Meeting of the American Accounting Association; with **Kamal Haddad**, will present "Effective Use of Class Time in Accounting Classes: A Survey of Student Opinion" at the 1988 Western Regional Meeting of the American Accounting Association; was Distinguished Visiting Accounting Speaker, San Francisco State University, February 5-6, 1988.

**Gwen Totterdale**, assistant professor of accounting, attended the Cost Accounting (Modern Factory) Conference in Nashville on March 10-12th; will present "The Efficiency and Effectiveness of Commonly Used Cost Variance Investigation Rules" at the 1988 Western Decision Sciences Institute Conference, March 30-April 2, 1988; presented a speech entitled "The Accounting Profession in the 1990s" to the California Government Finance Officers Association, October 1987.

## Information & Decision Systems

Professor **Maury L. Crawford** is coauthor of a newly published text *Business Reports, Oral and Written*, PWS-Kent Publishing Company, January 1988 (with William V. Ruch).

**Fred Raafat**, associate professor of information and decision systems, has had accepted for publication "Robotics and Automation: The Impact of Organizational Structure and Strategies for Implementation," *International Journal of Management*, forthcoming; and "An Inventory Model for a Monotonically Increasing Decaying Raw Materials and a Decaying Single Finished Product Systems," *International Journal of Systems Science*; will present two papers at the 1988 Western Decision Sciences Institute in Hawaii: "An Inventory Model with a Monotonically Increasing Deterioration Rate Function" and "Statistical Analysis of Changes in Student Attitudes Concerning Academic Involvement" (with **Bill Sherrard**, professor of information and decision systems, and M. Imani).

Associate professor **Carolena L. Smith** presented "Writing Effective Manuals for the Information Systems Environment" at the IEEE International Professional Communication Conference, Winnipeg, Canada, October 1987; the paper will be published in the conference proceedings.

**Gretchen Vik**, professor of information and decision systems, was co-chair for the annual meeting of the National Association for Business Simulation and Experiential Learning, held at the Bahia Hotel, March 16-18.

## Management

**Rick Castaldi**, assistant professor management, will present "Post-Confucianism Management Practices and Behaviors: A Comparison of Japan versus China and South Korea" (with T. Soerjanjo) at the Western Academy of Management meeting in Big Sky, Montana, March 1988. The paper was designated one of the six best conference papers selected for presentation at the meeting.

**Mary Jo Hatch**, assistant professor of management, published "Physical Barriers, Task Characteristics, and Interaction Activity in Research and Development Firms," *Administrative Science Quarterly*, 32:387-399.

**Daryl Mitton**, professor of management, will present "Hot Dingman Dogs--Turning Corporate Sow's Ears into Silk Purses: The Henley Group" at the Babson Entrepreneurship Research Conference, to be held at the University of Calgary in May.

**Alan Grant**, lecturer in management, moderated a panel discussion on "The Role of the Venture Capitalist on the Board of Directors" at the February meeting of the San Diego Chapter of the National Association of Corporate Directors.

**Larry Rhyne**, associate professor of management, presented a paper entitled "Linking the Research and Development Department to Environmental Demand" to the Managing the High Technology Firm Conference sponsored by the University of Colorado at Boulder.

## Faculty Focus

### Accounting

**Robert Capettini**, professor of accounting, is coeditor (with **Nathan Oestreich**, associate professor of accountancy) of the *Proceedings of the Western Region of the American Accounting Association*, forthcoming April 1988; published "The Corporate Alternative Minimum Tax and the Equipment Leasing Decision" (with **Nathan Oestreich**), *Proceedings*, Decision Sciences Institute, March 1988; published "Evaluating Multiple Sign Change and Mixed Projects Using the Return on Invested Capital Model" (with R. Grimlund and **Howard Toole**, professor of accountancy), *British Accounting Review*, forthcoming 1988; editor (with D. Clancy) of the book *Cost Accounting, Robotics, and the New Manufacturing Environment*, published by the Management Accounting Section of the American Accounting Association,

1987; will chair the panel discussing "Trends in Accounting Education" at the American Accounting Association Western Region meeting, April 1988; will present "The Corporate Alternative Minimum Tax and the Equipment Leasing Decision" at the Decision Sciences Institute Western Meeting, March 1988.

**Chee W. Chow**, Vern Odmark Professor of Accounting, published "A Common Sense Approach to Teaching Variance Analysis," *Accounting Instructors' Report* (Fall 1987), to be reprinted in *The Accounting Educators' Journal*, Spring 1988; with J. Cooper and W. Waller, published "Participative Budgeting Effects of a Truth-Inducing Pay Scheme and Information Asymmetry on Slack and Performance" in the January 1988 issue of *The Accounting Review*; will present "The Efficiency and Effectiveness of Common-

### Marketing

**Seymour Fine**, visiting professor of marketing, chaired a round table session at the 1988 Educator's Conference of the American Marketing Association on February 7-10 at the Sheraton Harbor Island Hotel. The session discussed the topic social marketing, defined as the marketing of ideas, a specialty with Fine for the past decade, and includes the promotion of health care, crime prevention, and physical fitness.

Professor **Tom Wotruba**, after three years in the position, turned over the editorship of the *Journal of Personal Selling & Sales Management* to Lawrence B. Chonko of Baylor University; participated on the faculty of the Middle Management Program in Telecommunications at the University of Southern California in January 1988; attended the annual meeting of the doctoral students of J. Howard Westing, February 5-6, in San Diego.

