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WICHITA STATE
UNIVERSITY

W. FRANK BARTON
SCHOOL OF BUSINESS

∴ **THE BARTON SCHOOL**
Research Connection

JULY
2011

JULY 2011 | VOLUME 1 | NUMBER 3



☪ **Dr. Douglas Hensler**

☪ **Dean of W. Frank Barton**

**School of Business at
Wichita State University**



**WICHITA STATE
UNIVERSITY**

**W. FRANK BARTON
SCHOOL OF BUSINESS**

**THE BARTON SCHOOL RESEARCH CONNECTION
spotlights research conducted by the
faculty of the W. Frank Barton School
of Business at Wichita State Univer-
sity.**

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**This publication is directed to business
leaders and others who are interested in
using academic
research in organizational decision making.**

**To request a copy of this publication, please
contact Dorothy Harpool at (316) 978-6018
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☪ **Connecting Research with
the Community and Beyond**

Welcome back to the Barton School Research Connection. This publication continues to provide access by our business constituency and others to the research findings and knowledge creation taking place in the W. Frank Barton School of Business. Wichita State University is a metropolitan research institution and the fundamental mission of the university is to provide support to the Wichita region and beyond via a number of conduits. One of those is the essential learning tool of research. Central to the education of Barton School students is their ability to hold constant curiosity and act on that via the ability to seek new knowledge, distill and interpret data and information, think critically, and articulate their conclusions. Without the same attributes in our faculty we would fall short of that education mission.

Since Barton School faculty members normally publish in academic journals the dissemination of their findings is somewhat limited. So, to provide a more widespread audience we take the primary findings of those articles and present them here to a wider audience. In this issue we present the findings of four articles, along with the results of a specific value creating faculty engagement with a local company.

The lead article by three Barton School faculty members from three different departments (Dr. Achita Muthitachareon, Dr. Cindy Claycomb, and Dr. Jodi Pelkowski) is particularly gratifying because of the interdisciplinary nature employed. This article examines international differences in online auction mechanisms and finds differences at eBay between the United States, the United Kingdom, and Australia.

The second article summarizes the work of Dr. Sue Abdinnour at Hawker Beechcraft Corporation (HBC) in leaning a sector of the company's production. The changes that Dr. Abdinnour and a team of HBC industrial engineers affected had the result of saving HBC millions of dollars through leaner production and very significantly reduces work-in-progress inventory.

The third article (Dr. Phil Hersch) examines the effect of a college football coach's departure from a program on the players left behind and their prospects for NFL draft and subsequent earnings. The findings have implications for NCAA rules could result in changes.

The final article is based on the 2011 Airline Quality Rating scale that was created by Dr. Dean Headley of the Barton School Marketing Department in partnership with former Barton School faculty member Dr. Brent Bowen. The AQR has become the USA's prominent study of airline travel service quality.

We are very grateful to these authors for allowing us to distill their research for you and to Dotty Harpool who artfully developed and edited this publication. Many of you know Dotty through courses you attended as an undergraduate or graduate student in the Barton School, in her many roles including graduate studies, corporate liaison, etc., and through her expertise in training through the Center for Management Development.

Doug Hensler
Dean, W. Frank Barton School of Business
Wichita State University

Research Connection: THE BARTON SCHOOL



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THE BARTON SCHOOL RESEARCH CONNECTION

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Dr. Achita Muthitacharoen
Dr. Jodi Pelkowski
Dr. Cindy Claycomb

✧ The Technology Connection

✧ Online Auctions Go International

The emergence of online auctions has revolutionized how individuals and businesses can sell their products. Academic research on e-auctions (electronic auctions) is in its infancy but three Barton School professors, Achita Muthitacharoen, Cindy Claycomb, and Jodi Pelkowski, are at the forefront of researching this new form of electronic commerce. The three specifically explore a market phenomenon called price dispersion, which has mostly been studied in fixed-price market. They also explore different sets of contributing factors that help promote e-auction success (auction final price) in various countries. These contributing factors include seller feedback, auction, duration, and opening bid.

The professors' research employed data from eBay auction sites in Australia, the United Kingdom, and the United States because similarities in language and eBay policies. To fairly compare data from different countries, they chose a product that is concurrently available in the three auction markets the iPod Nano 2GB. An innovative computer program called a "spider program" was developed to collect the data from the three eBay sites. Data was collected over a two-month period and resulted in a sample of 1,651 completed auction transactions. This number included 231 from Australia, 342 from the U.K., and 1,078 from the U.S. These transactions included 849 unique sellers and 10,559 unique bidders.

Are there differences in online auction markets between the countries? According this research, there are differences. Australia and the U.K. had smaller price dispersion while the U.S. had the highest auction final price dispersion. This means the U.S.

market experienced larger uncertainty in prices across different auctions. The researchers attribute higher price dispersion in the U.S. market to the fact that the U.S. eBay is more mature. This maturity is evidenced by its larger number of buyers and sellers. They show that the U.S. bidders have more sellers from which to choose; and differences in sellers' reputations help promote price dispersion in this market.

The study also found that each country has its own set of factors that helps promote auction prices. Sellers' reputation as indicated that their positive and negative feedback scores appear to have stronger effect in the U.S. market. Auction opening bid was the only variable that universally contributed to final auction price in the three markets. They found that auctions with lower initial price will most likely lead to a lower selling price. Interestingly, they found that the Australia and U.K. sellers tended to start their auctions with lower prices; while the percentage of U.S. sellers using a low initial pricing strategy was significantly lower.

The question was then asked "does the duration of an auction effect the final price?" This was only proven in the U.K. market. In that market, auction duration significantly improved auction final price. In Australia, the exact opposite was true. In that market, the longer the auction, the lower the final auction price. An interesting trend seemed to be evident in the U.S. market. The majority of U.S. sellers had a shorter auction duration (1-3 days), which may be based on past experiences of the sellers that resulted in the conclusion that longer auctions do not pay any more than shorter ones.

On-Line Bidding Goes Global

The researchers summarized their research project with the following guideline for different business partners in e-auction markets.

- Sellers in the U.S. market experience higher price uncertainty due to its larger price dispersion. The larger price dispersion in this market presents a saving opportunity to its buyers.
- Auction duration can be shorter in the U.S. and Australia. In these markets, sellers do not need to have longer exposure of their auctions in the market to gain higher prices. This finding can help auction sellers improve their product turnaround time.
- Sellers have to evaluate their strategy of opening bid more closely. While the low opening bid strategy may draw more bidders, it may lead to lower end price.
- Seller reputation should be recognized as contributor to a higher end price. However, it has

stronger impact on auction price in the U.S. market. They, therefore, suggested that U.S. sellers who suffer from unfavorable feedbacks may consider rebuilding their reputation by offering some products in the Australian and U.K. markets. This guideline is perhaps more feasible for digital products and those with lower shipping costs.

Achita, Cindy, and Jodi have introduced new evidence of the differences between online auctions in three markets, the United States, the United Kingdom, and Australia. Understanding these differences can provide new markets for sellers, potential bargains for bidders, and new opportunities for online auctioneers.

The article "Understanding Heterogeneities in E-Auction Success Factors and Stability in a Global Marketplace: An Exploratory Study," will be published in an upcoming issue of the International Journal of Electronic Commerce.

• **Dr. Achita Muthitacharoen** is an accomplished Barton School Management Information Systems professor. She received her PhD from the University of Memphis and teaches courses in database management, information systems, and fundamentals of programming. Her research interests include information systems, software development, and electronic commerce. Dr. Muthitacharoen can be reached at (316)978-6443 or via email at Achita.Muthita@wichita.edu.

Dr. Jodi Pelkowski received her PhD from the University of Kentucky. She is an award winning instructor teaching courses in economic analysis, microeconomics and labor economics. Her research interests include health care economics, labor economics, and e-commerce. Dr. Pelkowski can be reached at (316)978-7088 or via email at Jodi.Pelkowski@wichita.edu.

Dr. Cindy Claycomb is an award winning Barton School instructor and researcher. She teaches marketing classes in areas of selling and sales force management and marketing strategy. Dr. Claycomb received her PhD from Oklahoma State University. Her current research interests include distribution channels, supply chain management, services marketing, and customer satisfaction. She can be reached at (316)978-6938 or via email Cindy.Claycomb@wichita.edu.



❖ **Dr. Sue Abdinnour**

❖ **The Wichita Business Connection**

❖ **Local Aircraft Manufacturer Benefits From Barton School Faculty Research**

Wichita, Kansas is known as the “Air Capital of the World” since the city has the world’s largest concentration of aircraft manufacturing and supplier organizations. When one of the local aircraft producers, Hawker Beechcraft Corporation (HBC), wanted a quantitative approach to balancing their assembly line, they called on the Barton School of Business at Wichita State. Dr. Sue Abdinnour, Barton School Operations Management Professor and holder of the Omer Professorship in Business, accepted the challenge.

HBC, formerly Raytheon Aircraft Corporation, assembled the Hawker 800XP business jet in its Wichita facility. The assembly line was paced so the aircraft moved to the next workstation at a pre-determined time even if the work at a station had not been completed. This process resulted in quality problems, productivity issues, out-of-workstation work, and ultimately delays in delivery dates. Dr. Abdinnour, upon visiting the HBC plant, diagnosed the situation as an “Assembly Line Balance Problem” and submitted a proposal to develop a new solution approach to balance the assembly line. HBC management approved the proposal and paired Sue with a team of HBC employees, including a dedicated full-time Six Sigma expert.

Sue and her team discovered three areas of concern: a varied number of tasks per workstation; a discrepancy between planned time at a workstation and the actual time the aircraft was at the station; and aircraft leaving workstations on the assembly line with only 10% of the assigned work at that station actually completed. Based on these observations, the team began collecting data confidentially from the

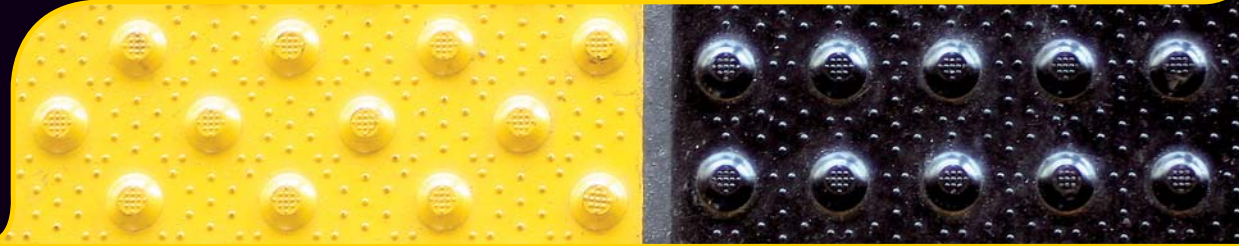
actual assembly line workers. The team also observed, at length, the assembly line and interviewed all levels of employees associated with the assembly line. This data collection process culminated in the realization of the need for the HBC team to move toward a completely new approach for analyzing large-product assembly lines.

Based on the analysis, the team determined that, instead of focusing on the individual tasks in a workstation, HBC needed to focus on aircraft zones in a workstation (right fuselage, rear bay, etc.). Breaking work into aircraft zones helps workers focus on a smaller number of zones and makes it easier for supervisors to monitor the work of the employees. Next, Sue and her team created a unique algorithm to determine how many workstations were needed to balance the line, the optimum assignment of tasks to zones in workstations, and how to increase the overall efficiency of the line.

What were the deliverables for this important project? The team’s analysis showed that a significant fewer number of workstations were needed on the assembly line, hence reducing work-in-progress (WIP). The new model also led to a significant number of changes to the number of tasks assigned to a workstation. Several tasks were moved to earlier workstations on the assembly line. Finally, out-of-workstation work got minimized and the total time necessary to build the aircraft decreased.

The project culminated in a presentation by Sue and her team to HBC management. The recommendations presented were extremely well received as illustrated by the following statement made by Simon Caldecott,

• Creative Manufacturing Process Solutions



Vice President, Aircraft Assembly Operations, Raytheon Aircraft (at the time of the project). Mr. Caldecott wrote: "In 2001 a group of Industrial and Manufacturing Engineers at Raytheon Aircraft worked with Dr. Abdinnour to understand the build sequence of the Hawker 800XP Business Jet. As a result of this study Dr. Abdinnour produced a build sequence model that focused on loading the build operations by zone. In early 2002 a Raytheon Six Sigma Expert conducted a complete assessment of the build sequence. Assisted by Industrial Engineers they conducted interviews with all Hawker line employees to understand the relationship between tasks. In mid 2002 the Abdinnour model was used in conjunction with a Raytheon Six Sigma project to significantly reduce the man hours (40%) and cycle time (48%) in the Rear Bay zone. Other projects in 2002 then focused on streamlining workflow in zones identified as constraints. With the usual expectations to further reduce cost in 2003 the Hawker Team created a Vision to significantly reduce the number of units in process on the assembly line. This project was launched as a Six Sigma Improvement Program and included the

use of the Abdinnour model. The results were a 42% reduction in WIP worth approximately \$19 M. This method has since been applied to two other assembly lines with a reduction in work in progress (WIP) of \$4.3 M and \$8.9 M respectively."

Dr. Abdinnour's HBC project typifies the connection that the Barton School has with the local business community. Sue is one of many faculty members that are well equipped to bring their expertise to real world situations and value creating solutions.

The article "Hawker Beechcraft Uses a New Solution Approach to Balance Assembly Lines" was published in a recent edition of Interfaces. For more information about this research, contact: Dr. Sue Abdinnour at Sue.Abdinnour@wichita.edu.



• **Dr. Sue Abdinnour**, Omer Professor in Business, is an accomplished researcher and instructor. She received her Phd from Indiana University. She teaches courses in areas such as enterprise systems, production and operations management, and operations decision making. Her research interests include subject including ERP, supply chain management, and manufacturing operations. Dr. Abdinnour can be reached at (316)978-6654 or via email at Sue.Abdinnour@wichita.edu.



⋮ **Dr. Philip Hersch**

⋮ **The Sports Economics Connection**

⋮ **The NFL Draft: The Coach is the Ticket**

The United States football fan base has spent the spring of 2011 wondering if they will be able to enjoy the NFL in the fall. Whether or not the 2011-2012 NFL season is played, the NFL draft has still occurred. Dr. Philip Hersch, Barton Fellow and Economics professor, has published the results of a research study that examines the effect a college coaching change can have on a recruit's draft standing and in turn his financial outlook. Phil's research findings were included in an article; "Does the NCAA Coaching Carousel Hamper the Professional Prospects of College Football Recruits?" published in the *Journal of Sports Economics*. This research was also recently featured in the *Wall Street Journal*.

The phrase "Coaching Carousel" is certainly in evidence in recent NCAA football history. Coaches of the NCAA's Football Bowl Subdivision (FBS) do not tend to stay at a university for any extended period of time. For example, one recent coaching change occurred after a FBS head coach moved to a new head coaching position after only one season. But when a head coach leaves a university, what options are available for his players? Unfortunately players have few. NCAA rules require that a recruit that has signed a Letter of Intent with a University may not transfer to another FBS program without sitting out a year at the second University. This rule applies to recruits even when the coach that recruited them leaves. So does a coaching change affect the future success of a FBS football player? Phil examined the NFL drafts of the recent past to see how a coaching change can ultimately affect a football player's professional prospects.

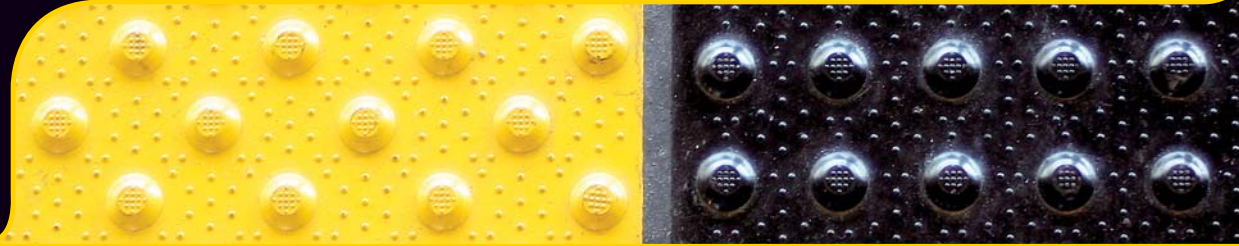
Highly recruited players often choose a school for the opportunity to play for a particular coach. In particular those with professional aspirations

will choose a coach who can best develop and showcase their skills. For example, a traditional quarterback might prefer a coach that runs a pro style pass offense. Basically, the player seeks what for him is the best fit or match. If the coach subsequently departs, the player is now faced with a possible mismatch that can hinder his development. For example, our passing quarterback may now find himself in a program that emphasizes the run. A new coach may also mean less playing time, as the new coach may be more partial to his own recruits rather than those of his predecessor. A question, however, is whether a coaching change simply leads to a less satisfying collegiate experience, or whether there are economic consequences beyond a player's college career.

Dr. Herch's findings were based on a sample of 7,366 players who were recruited to the 66 major FBS football programs since most NFL draft choices are from those programs. 786 of those players were ultimately drafted by an NFL team. Almost one fourth of those players experienced a coach departure, with approximately 10% losing their coach in their first season. Phil then analyzed the players' draft pick numbers to determine if the draft number might relate to losing a college football coach during their career. He also explored whether the year that a player's coach departed played a role in their draft number. Phil's analysis controlled for other factors affecting the player's draft number, such as athletic potential coming out of high school, playing position, and the on-the-field success of his college program.

Unfortunately for players, Phil's study discovered that there is a relationship between a coach departure and ultimate draft number.

Coaching Carousel Affects NFL Draft



In fact, a player whose coach departed after the player's first year is less likely to be drafted into the NFL at all. For those players who were drafted, losing their coach led to an average fall in draft position of approximately two thirds of a round. A player that lost his coach in the first year can expect a drop of approximately 38 spots in the draft. For those losing their coach after the second year, the drop is 29 spots. These outcomes were evident whether the player's coach left voluntarily or involuntarily.

Falling in the NFL draft can significantly impact a player's pocketbook. The draft number is strongly tied to guaranteed money including signing bonuses. To illustrate this, the study revealed that the average 2009 draftee received guaranteed money of \$471,000. If this average player lost his coach during any year of his college career, that signing bonus would have been \$200,200, a decrease of nearly \$272,000.

This interesting research project focused on the impact of the coaching carousel on the players left behind. The author provides evidence that a coaching change is detrimental to a player and leaves us thinking about the NCAA transfer rules. Might a player be able to retain his draft position

by following his coach to another school, without having to sit out a year? At present, due to NCAA rules, that is not possible. Dr. Hersch's research findings may just lead to the NCAA considering the impact of the coaching-change transfer rule.

The article "Does the NCAA Coaching Carousel Hamper the Professional Prospects of College Football Recruits?" was recently published in the Journal of Sports Economics. For more information on this research, contact: Dr. Philip Hersch at Philip.Hersch@wichita.edu.



• **Dr. Philip Hersch**, Professor of Economics, is a leading Barton School researcher and instructor. He received his PhD from Ohio State University. In the classroom, Dr. Hersch can be found teaching courses in microeconomics, managerial economics, and industrial economics. His award winning research focuses on applied economics and corporate governance. Dr. Hersch can be reached at (316)978-7096 or via email at Philip.Hersch@wichita.edu.



✧ Dr. Dean Headley

✧ The Airline Industry Connection

✧ Airline Quality Rating: The Barton School Flies High

Airline passengers are experiencing better performance by the airlines, even though it may cost them more to fly.

For the third consecutive year, the performance of the nation's leading carriers improved, according to the 21st annual national Airline Quality Rating (<http://aqr.aero>). It was the third best overall score in the 20 years researchers have tracked the performance of airlines.

Released during a news conference at the National Press Club (Monday, April 4, 2011), the rankings show that of the 16 carriers rated for performance in both 2009 and 2010, nine airlines improved and seven airlines declined for 2010.

The Airline Quality Rating is a joint research project funded as part of faculty research activities at Wichita State University and Purdue University.

The industry improved in three of the four major elements of the AQR: on-time performance, baggage handling and involuntary denied boardings. Customer complaints is the only element where performance declined.

The higher rate of customer complaints is consistent with a busier air travel system, according to Dean Headley, associate professor of marketing at the W. Frank Barton School of Business at Wichita State University.

"As the system adjusts to higher demand for air travel, more things are not going to go as planned for travelers. Nearly a third of the customer complaints for last year were for flight problems, such as unplanned schedule changes, delays and cancellations," said Headley.

"When you look at the past 10 years, you find that the airline industry performs most efficiently when the system isn't stressed by high passenger volume. Every time there are more planes in the sky and more people flying, airline performance suffers," said Headley.

The challenge is whether airline performance quality can improve as more people choose to fly. Or does the infrastructure and technology limit what the airlines can do?

"Further airline consolidation will continue to

reduce the number of air carriers ranked in the AQR," said Brent Bowen, professor and head of the Department of Aviation Technology at Purdue University.

"Past AQR data suggests that the combining of two large air carrier operations often results in subsequent decreases in AQR rankings," said Bowen. "We will be carefully watching to see if two highly rated carriers, such as No. 1 AirTran and No. 5 Southwest, will reverse this trend."

An electronic version of the full report, with details on each airline, is available at <http://aqr.aero>.

Inside this year's rating

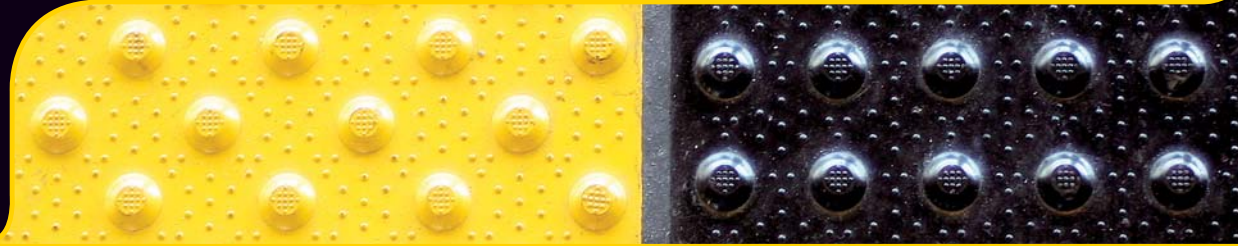
Below is the 2011 numerical ranking of the nation's leading 16 airlines, according to the Airline Quality Rating, with the 2010 ranking in parentheses:

1. AirTran (2)
2. Hawaiian (1)
3. JetBlue (3)
4. Alaska (11)
5. Southwest (5)
6. US Airways (8)
7. Delta (15)
8. Continental (6)
9. Frontier (7)
10. SkyWest (14)
11. American (9)
12. United (13)
13. Mesa (12)
14. Comair (16)
15. Atlantic Southeast (17)
16. American Eagle (18)

The rankings changed most noticeably for Alaska Airlines (from 11 up to 4) and Delta Airlines (from 15 up to 7) for 2010. AirTran took the No. 1 ranked spot after two years as the second ranked airline. JetBlue (3) and Southwest (5) both maintained their top tier positions for 2010.

Hawaiian Airlines had the best on-time performance (92.5 percent) for 2010, and Comair had the worst (73.1 percent). Eleven airlines improved their on-time arrival performance in 2010. Eight of the 16 airlines rated had an on-time arrival percentage of more than 80 percent.

✦ Airline Quality Soars with Improved Scores



On-time for 2010 by the industry was 80.0 percent compared to 79.4 percent in 2009.

JetBlue had the lowest involuntary denied boardings rate at 0.01 per 10,000 passengers. American Eagle had the highest involuntary denied boardings rate at 4.02 per 10,000 passengers.

Overall, seven airlines improved their denied boardings rate in 2010. Comair recorded the largest improvement, and Mesa had the largest decline. JetBlue and Hawaiian are clearly the industry leaders in avoiding denied boarding incidents. Industry performance was better in 2010 (1.08 per 10,000 passengers) than it was in 2009 (1.19).

AirTran had the best baggage handling rate (1.63 mishandled bags per 1,000 passengers) of all airlines, and American Eagle had the worst baggage handling rate (7.15 mishandled bags per 1,000 passengers) of all the airlines.

Mishandled baggage was the most consistent area of performance improvement in 2010. Thirteen of 16 airlines improved their mishandled baggage performance for the year. The rate for the industry decreased from 3.88 per 1,000 passengers in 2009 to 3.49 in 2010.

Southwest again had the lowest consumer complaint rate (0.27 per 100,000 passengers) of all airlines. Delta had the highest consumer complaint rate (2.00 per 100,000 passengers) of all airlines rated.

Customer complaints per 100,000 passengers increased from 0.97 in 2009 to 1.22 in 2010. The majority

of complaints were for flight problems (32.9 percent), baggage (15.9 percent), reservations, ticketing and boarding (13.1 percent), and customer service (12.9 percent).

More about Airline Quality Rating

As the nation's most comprehensive study of airline performance and quality, the Airline Quality Rating (<http://aqr.aero>) sets the industry standard, providing consumers and industry watchers a means to compare quality among airlines using objective performance-based data.

No other study in the country is based on performance measures like the AQR. Criteria included in the report are screened to meet two basic elements: They must be readily obtainable from published data sources for each airline, and they must be important to consumers regarding airline quality. The resulting criteria include areas such as baggage handling, customer complaints, denied boardings and on-time arrivals.

For a look at what 20 years of the Airline Quality Rating tells us, go to <http://downloads.aqr.aero/reports/aqr20years.pdf>.

Reports from consumers to the AQR researchers have become increasingly popular during the past several years, say Bowen and Headley. The co-authors invite the flying public to participate in the annual Survey of Frequent Flyers at <http://www.wichita.edu/aqrconsumersurvey>.

✦ **Dr. Dean Headley** received his PhD from Oklahoma State University. In addition to his nationally recognized research in the area of airline service quality, Dean's research focuses on the measurement of service quality, consumer behavior, and service gap analysis. He has taught courses in the areas of health care marketing, marketing research, and quantitative decision making. Dr. Headley can be reached at (316)978-7101 or via email at Dean.Headley@wichita.edu.



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CENTER FOR MANAGEMENT DEVELOPMENT

The Center for Management Development (CMD) plays a key role in the Wichita State University's, W. Frank Barton School of Business. Creating unique and useful learning programs specifically tailored to the needs of the regional business community, the Center for Management Development harnesses the knowledge base of Wichita State University to produce educational training programs that help make businesses and their employees more successful.

CMD has been providing training to the regional business community since 1969. On average - almost 4,500 employees, Supervisors, Managers and Business Leaders participate in CMD activities in a year. Such training occurs in one of two ways: Public sessions and/or In-House training.

The Center conducts around 100 public training sessions each calendar year at the CMD Training facilities located in the basement level of The Woodman Alumni Building on the WSU campus. Sessions range from one-day and two-day programs covering subjects from Team Building to Customer Service to Communication Skills. Some of the training is grouped into a series of three-hour sessions that run 8 to 10 weeks in a row. These Leadership and Supervisor series are packed with exercises, team activities and real life cases that prepare individuals to make wiser decisions, be strategic thinkers and increase their business acumen, ensuring success above the rest.

CMD offers one of the largest, most comprehensive training resources in the region - drawing from experts in fields ranging from information technology to copywriting; from business to engineering.

Project Management (PM) has proven to be a critical area for businesses in the last several years, and CMD has taken the lead in assembling a core curriculum that provides a high level of expertise for project managers. From defining the Scope, to Cost Management, Project Scheduling, Risk Management and Business

CMD SPOTLIGHT

Modeling and Data Analysis, all aspects are covered. There are also segments that cover Leadership, Communication and Project Teams. CMD is an approved provider of the Project Management Institute (PMI), ensuring that all course curriculums meet PMBOK standards. All the instructors are PMP certified, and their courses are PDU accredited.

CMD is offering a Project Management Bootcamp in October of 2011 to help prepare Project Managers sit for and attain their PMP certification from PMI. This week-long class is a first for CMD and the acceptance from the PM community has been strong!

CMD also brings the learning to the company with on-site, in-house sessions that are customized and tailored to the organizational mission, vision and goals of the company. This gives the company the freedom to choose when training occurs, how frequent it occurs and the details of the delivery. CMD conducts almost 300 in-house sessions each year. Partnering with CMD provides a company with great cost savings, customized sessions, and the ability to have everyone hear the same message at the same time.

CMD's motto is "Bridging the gap between theory and application." Participants "learn-by-doing" skills they can immediately apply on the job through use of a variety of teaching methods including group exercises and cases, lecture, personal examples and videos. There is no doubt that the most important resource of any organization is the knowledge, skills and abilities of its employees.

• CMD gives employees what they need to be successful, therefore ensuring their organizations success!

Visit us at:

www.cmd.wichita.edu



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SPOTLIGHT ON THE BARTON SCHOOL

✿ **W. Frank Barton School of Business**

The W. Frank Barton School of Business at Wichita State has been the driving force behind some of the brightest minds and biggest ideas of the past 100 years. Consistent with Wichita State's role as an urban-serving institution, the Barton School aggressively pursues regional and national prominence for its academic and professional programs. The Barton School is one of only 12% of business schools worldwide that have achieved dual AACSB accreditation and offers fourteen undergraduate and four graduate degree programs, the school is home to Center for Economic Development, the region's leading source for business, economic and demographic information, and the nationally recognized Center for Entrepreneurship.

✿ **Wichita State University**

Wichita State is the only Metropolitan University in the State of Kansas. Through academic and research programs, WSU works in collaboration with the government, business, non-profit and educational sectors in the greater Wichita area to develop human capital for the global economy, support educational innovation at all levels, promote public health and sustain communities. In 2009, WSU personnel were awarded more than 250 competitive sponsored research and outreach awards valued at over \$43 million. Wichita State, which is classified by the Carnegie Foundation as a doctoral granting, high research institution, offers undergraduate and graduate degree programs in more than 200 areas of study.

SPOTLIGHT

SPOTLIGHT ON BARTON SCHOOL INNOVATION

• **Barton School MBA International Experience**

The Barton School believes that students learn not just in the classroom but also through innovative programs that allow students to experience real-world business situations. One example of this “learning by doing” philosophy is the MBA International Experience program. This unique program created by the Barton School and the Berlin School of Economics and Law, Berlin, Germany recently completed its seventh year. The program is based on an entrepreneurship international project that is completed during each spring semester by 2-3 Barton School MBA students teamed with 2-3 BSEL MBA’s. The projects are conducted for a real small or medium company (located in Wichita or Berlin) that is exploring internationalizing to the other country. Companies participating in this year’s project included a local

clock manufacturer and a Berlin-based foreign language pre-school. Students start work on the project in January when the Barton group visits Berlin. The project is completed in late March/early April when the Berlin students visit Wichita. Participating companies are then presented a formal written and oral report of the consulting team’s findings. Dr. Tim Pett is the faculty coordinator/instructor for the academic aspects of the program and Dotty Harpool is the coordinator of the international experience program. For more information about this program or if your company is interested in participating in 2012, please contact Dotty Harpool, Director of Student and Community Initiatives, Dorothy.Harpool@wichita.edu.



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THE BARTON SCHOOL RESEARCH CONNECTION

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