

# Centre for Innovative Management Update

ATHABASCA UNIVERSITY | FALL 2003

## Faculty Notes

### New Realities of Global Business Another AU/CLT Production

With Canada reeling from unprecedented natural disasters—SARS, mad cow disease, West Nile virus, forest fires—and their obvious economic consequences, the timing of CIM's latest collaboration with Canadian Learning Television seemed particularly appropriate. On August 19, forty six students, alumni and corporate guests gathered at CHUM/City TV in Toronto for an evening of provocative discussion on how Canada can respond to the challenges of globalization in an increasingly unpredictable age.

*New Realities of Global Business* explores many of the conditions that are affecting global business—the rise of international terrorism, the crisis of confidence in corporate ethics, the effects of war, the rapidly changing geo-political landscape and even the emergence of new strains of disease—with six presenters representing diverse perspectives:

**Neil Sinclair**, President, American Chamber of Commerce in Canada

**Stephen Poloz**, VP and Chief Economist, Export Development Canada

**Colleen Moorehead**, President, E\*Trade Canada

**Mohammad Zahid**, President, Pioneer Engineering

**Lars Henriksson**, Vice President, European Chamber of Commerce in Toronto, and

**André Plourde**, EPCOR Professor of Energy Policy, University of Alberta.

Peter Carr, host of the series and CIM's Executive Director, thinks the productions are excellent examples of how CIM and CLT can provide thoughtful commentary on many of the issues and ideas that inform management theory and practice.

"Having our students and alumni actively participate in these events with some of Canada's top business and political leaders is one more way that AU contributes to the national discussion on global business issues."

Ross Mayot, Vice President of Development for Canadian Learning Television, echoed Peter Carr's enthusiasm for the projects, and for the partnership that has been so mutually beneficial. "Our partnership with Athabasca's Centre for Innovative Management is amongst our most productive and creative. It is a pleasure working with colleagues who always deliver their side of the bargain . . . and then some."

The six-part series will air on Canadian Learning Television on Thursdays at 1 pm Eastern Time, starting October 2, and on ACCESS Wednesdays at 9 pm Mountain Time, starting October 29.



Colleen Moorehead, President, E\*Trade Canada and Dr. Peter Carr

Dr. Anshuman Khare and Dr. Jim Dunn have been appointed to the editorial board for the **International Journal of Applied Management and Technology**, an international peer-reviewed journal sponsored by The School of Management at Walden University.

Dr. Khare also recently published "General Motors Corporation (Canada) – An Environmental Performance Review" with co-author Jerome Hoog in *Perspektiven und Facetten der Produktionswirtschaft* (Eds.: Udo Mildenerger, Jochen Wittmann, Karsten Junge), Gabler Verlag, Wiesbaden (Germany), July 2003.

Congratulations to Dr. Rocky Dwyer who recently completed the requirements for the CMA designation.

Academic coach, Kirby Wright, can now add "Dr." to his name, as he recently completed his PhD in Educational Administration and Leadership at the University of Alberta.

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ONLINE MBA

Athabasca University 

Faculty Notes (continued)

**Dr. Walter Good** has been appointed a **Wilfred L. White Fellow** by the International Council of Small Business (ICSB) at their 48th World Conference in Belfast, Northern Ireland in June 2003. Since 1977, sixty-three distinguished educators, researchers, government officials, small business advocates and trade association leaders have been selected as Wilfred White Fellows. Dr. Good is the fifth Canadian to join this select group.

**Dr. Robert Sexty** presented a paper titled, "Recognizing Sainly Business: Lessons from Saint Homobonus" at the 2003 Administrative Sciences Association of Canada Conference held in Halifax in June. The paper identifies issues relating to the recognition of social responsibility in contemporary society and highlights problems encountered when attempting to ascertain "What's saintly about business?"



**Dr. Thomas Mengel** joined CIM in May as an academic coach in project management. Dr. Mengel holds a

doctorate in theology from the University of Bamberg in Germany, as well as masters' degrees in history/international relations, education, and computer science/business administration. Dr. Mengel is certified as a Project Management Professional (PMP) through the Project Management Institute.

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## Message from the Executive Director



We recently filmed our fourth TV series, *New Realities of Global Business*, as part of our increasingly

close relationship with Canadian Learning Television. We were very pleased with the results. This series of six shows provides a valuable diversity of views and insights on the radically altered world business environment in the wake of the Iraq war.

Few now doubt that the world has dramatically changed. Globalization has led to a far more economically integrated world, yet the political environment is more uncertain than it has been since the end of the Cold War. Products for our homes and businesses are delivered through often complex supply chains that span the world, making us all vulnerable to far-away political and economic changes. *New Realities of Global Business* provides proper breadth to the debate on how we approach this new world order with authoritative perspectives from the European community, the Muslim world, the financial sector, the energy sector, the

United States and, of course, Canada. It is an intelligent, reasoned and valuable discussion that gives voice to the issues we need to reconcile if progress is going to be made towards a more peaceful world. I strongly recommend that you watch it.

### Program Developments

In October, we will formally announce a collaboration with the University of Alberta's School of Business to produce a set of electives that will create a subject specialization in energy sector management for our Executive MBA program. The nature of energy operations, conducted in remote lands as often as in major centres, makes our online education model ideal for this sector. This is an exciting development that will further strengthen the positive relationship between AU and the U of A.

### Thank you

Surveys of our incoming students tell us that over half of them join after talking to one of our current students or alumni. We're honoured that so many of you have placed this high level of confidence in our school, and we're very grateful for your help in achieving our goal of becoming recognized as the world's best online business school.

A handwritten signature in black ink, appearing to read 'Peter Carr'.

Peter Carr, PhD

## Residential Electives

### A test of nerves . . . and technology in Barrie

Not even the convergence of a host of natural and technological disasters—the Blackout of '03, a highly destructive computer worm, a dying server, and a downed Internet—could scuttle the beta test of the newly developed supply chain simulator at the Supply Chain Management residential elective in Barrie on August 18-22. As rolling blackouts continued to threaten Ontario, the Supply Chain Collaboration Online Research Institute's (SCCORI) team, led by Kewal Dhariwal, developed workable solutions for every possible challenge and delivered on its promise to conduct the first real test of the supply chain simulator. As Kewal remarked, "All of our backup strategies were needed and even on-the-job site fixes were made on time and were of the highest quality." First reports from the 33 students in the supply chain elective indicated that the simulator was an impressive tool with wide applicability. As one student noted, "I thought the simulator was terrific—it was so user friendly and the speed of learning was fast—a clear demonstration of how to apply supply chain theory."

The supply chain simulator, developed by SCCORI team members, Riad Bleibel, Mehadi Sayed, John Achilles, Apple Elyk, and Dan Gregoire, combines the benefits of Internet-enabled real time data access, aggregation, analysis and display with flexible and immediate reporting. The technology allows supply chain managers to control their entire supply chain by providing an effective tool for planning and anticipating potential problems.

Students saw numerous applications for the simulator and offered options that even the SCCORI team had not

envisioned. From its obvious uses in supply chain management—as a teaching/learning tool for supply chain issues and supply chain management; an SCM tool for managing a large number of inventoried items; and an optimization tool for lowering costs, reducing inventory and minimizing transportation—students also saw the potential for the simulator to serve as a powerful communications tool, and a vehicle for fostering collaboration, enhancing team building, and contributing to change management.



Students in the Supply Chain Management residential elective.

The Barrie test provided invaluable information to the SCCORI team, and will lead to product improvements that will be incorporated into the next version of the simulator. In October, the research team will meet in Ft. McMurray with representatives from Syncrude, Suncor and the Purchasing Management Association of Canada (PMAC) to further develop and refine the simulator. With student input and feedback from SCCORI's research partners and supply chain experts, the team will continue to improve this sophisticated supply chain management tool so that it can be marketed to corporations across Canada and world-wide.

#### Faculty Notes (continued)



Dr. Helen Lam's commitment to teaching and research excellence at CIM was recently recognized with her promotion to Associate Professor of Human Resource Management.

Dr. Lam has a paper forthcoming in the *Journal of Business Ethics* called "The Use of Criminal Records in Employment Decisions: The Rights of Ex-Offenders, Employers and the Public," co-authored with Mark Harcourt. She and her colleagues, Mark Harcourt and Sondra Harcourt, also had their paper, "Discriminatory Practices in Hiring: Institutional and Rational Economic Perspectives" presented at the Academy of Management conference in Seattle on August 5, 2003.

*Our apologies to Dr. Fiona McQuarrie, whose book is titled Industrial Relations in Canada, not Canadian Industrial Relations, as reported in our last issue.*

### Staff Notes

CIM's Information Technology department is pleased to welcome new systems analyst, **Erin Barker**. Erin holds a BSc in Computer Information Systems and has over seven years' experience in IT.

CIM is also pleased to welcome our newest help desk advisor, **Susan Licht**. Susan holds a diploma in Computer Systems Technology from the Northern Alberta Institute of Technology. (Help desk advisors were previously called graduate student advisors, or GSAs).

## Class Notes

**Jackie Cabildo, MBA student**, was recently elected to CIM's Advisory Board as student representative. Jackie attended her first meeting in June, and provided essential student feedback on current programs as well as on CIM's strategic plan.

**Trina Innis, MBA '02** is looking forward to new challenges as a senior manager with Alberta Environment, heading their Education and Outreach Section. Working with a network of public and private partners, Trina and her colleagues will be creating cooperative learning opportunities that enhance awareness and wise use of Alberta's environment.

**Jey Arul, MBA '01**, has accepted a new position as an account manager with the Business Development Bank of Canada in Edmonton. Jey will be playing a key role in providing financing solutions to drive the growth of business in Alberta, with a focus on "knowledge and export" based industries.

**Bohdan Zabawskyj, MBA student**, has been appointed to the position of chief technology officer (CTO) of Redknee Inc. In this role, Bohdan will be responsible for formulating and communicating Redknee's strategic direction as well as ensuring Redknee's valued added solutions and technologies fulfill the ongoing requirements of its customers.

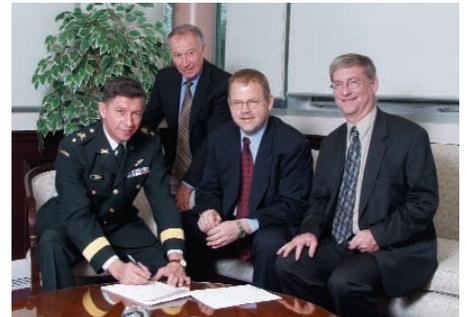
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## New educational alliance with the Department of National Defence

On May 16, AU's Centre for Innovative Management and the Department of National Defence (DND) through the Canadian Forces College (CFC) signed an agreement to provide Canadian Forces officers with increased access to AU's Executive MBA programs. The agreement reflects the growing prominence of the AU MBA programs among Canada's military forces, and recognizes the academic rigor and managerial level experience of the CFC programs.

Peter Carr, Executive Director of CIM, highlighted the mutual benefits of the unique alliance: "Our agreement with the Department of National Defence is evidence of the growth and success of our graduate management programs—it will broaden the scope of our MBA programs to include the specialized and

highly complementary expertise of Canadian Forces officers. We are pleased to team up with DND in this new collaboration—it reflects both organizations' commitment to graduate education that meets the present and future needs of Canadian Forces personnel."



left to right: Brigadier General Robin Gagnon and Colonel (ret) J. J. Lehmann of Canadian Forces College; Peter Carr and Lee Weissling of CIM at signing ceremony in Toronto.

## Upcoming International Residential Electives

*Learning is a treasure which accompanies its owner everywhere.*

*Chinese Proverb*

An AU international residential elective is more than just a treasure for the mind . . . it is an opportunity to experience a foreign country in a way not possible as a conventional tourist. Through an intense immersion in local business practices, culture and politics, students absorb the spirit of the time, the place and the people.

### **GERMANY, AUGUST '04**

If you're looking for a rich international experience that will give you an in-depth understanding of one of the world's most progressive, research-intensive countries, and the largest market in Europe, then *Doing Business in Germany* is an elective you will not want to miss. Ingrid Innes, Vice President of Marketing for Manulife Financial, described the '02 program as "one of the most intelligent, eye opening,

and even life-changing programs that I have ever experienced," and next year's program promises to be equally outstanding.

Recently, Drs. Anshuman Khare, Udo Mildenerger, and Prof. Klaus Bellmann visited many of the sites that will be part of *Doing Business in Germany* in 2004, including the DaimlerChrysler Complex and the Mercedes-Benz Werk. The 2002 AU MBA student tour of DaimlerChrysler's state of the art manufacturing complex in Rastatt, Germany was a huge hit with students and provided insights into manufacturing practices and processes in Germany and the EU. Another visit to one of the DaimlerChrysler facilities promises to be a highlight of the '04 program.

If you'd like to enhance your understanding of global business, especially from an EU perspective. . .

*Continued on page 5*

Upcoming Int'l. Res. Electives continued from page 4

consider *Doing Business in Germany*. You will learn first-hand why this region is one of Europe's most important commercial centres, and why it so perfectly reflects the European *Zeitgeist*.

**MEXICO, MARCH '04**  
"Todos es muy fantastico!"

"This was the learning experience of a life-time-mind-opening, fun, informative, relevant."  
Student comments, Mexico program, March '02

For most Canadians, a trip to Mexico means warm weather, sunny beaches, Mexican *cerveza*, and of course, a *mañana* attitude. Well, for something entirely different, discover the mind-expanding experience of *Doing Business in Mexico* where you will explore the Mexico that tourists seldom see.

Over the last twenty years, Mexico has made a dramatic transition from a

relatively closed economy to one that is open and thriving, with single digit inflation, stable growth of its GDP, and strong domestic policy supporting private investment and free trade. Explore the impact of these, and many other developments, on Mexican business through an action-packed week of academic sessions, presentations by government, academic and industry representatives and tours of local businesses, ranging from small Mexican markets to international manufacturers. And because understanding local culture is essential to conducting business in Mexico, cultural tours will introduce you to the language, history and politics of this fascinating country.

All international residential electives are open to alumni. For more information, please contact Shelley Guidinger at [shelleygu@athabascau.ca](mailto:shelleygu@athabascau.ca).

Class Notes (continued)



**Natalie Andres, MBA '01**, recently joined Best Buy Canada Ltd. (which acquired Future Shop in late 2001)

as manager of retail strategies for both Future Shop and Best Buy brands. In her new role, Natalie is responsible for developing strategies and processes surrounding merchandising projects and space planning.

A recent promotion at Intrawest Corp. for **Steve Paccagnan, MBA '01**, means a big move in more ways than one. Steve is leaving his position as lodging director at the corporation's Panorama resort in British Columbia to take on a new role as vice president and general manager for Copper Mountain in Colorado.

**Michael Hay, MBA '00**, recently moved to the Turks and Caicos Islands, where he enters the world of offshore finance as director of operations and corporate development for Temple Financial Group. Says Michael, "I am amazed at the doors that my MBA keeps opening."

**Doug Large, MBA '00**, is exercising his entrepreneurial spirit with the launch of Chimo Taekwondo in Halifax. Doug, who earned his second degree black belt under the mentoring of world champion and Olympic bronze medalist, Grand Master Woo Yong Jung, is teaching traditional and Olympic style Taekwondo to students aged five and up, as well as women's self defence.

## Academic Coaches' Conference, June 11 and 12, 2003

CIM's annual Coaches' Conference brought together over 50 academic teaching faculty from as far away as New York and Germany. The conference gives our academic coaches a rare opportunity to meet and interact in person, and this year's agenda focused on accreditation plans and continuous improvement of curriculum and coaching practices. Coaches also attended Convocation ceremonies in Athabasca and celebrated with MBA graduates at their gala dinner and dance in Edmonton.

One of the conference's highlights was the awarding of AU's **Craig Cunningham Memorial Award for Teaching Excellence** to **Dr. Anshuman Khare**, Associate Professor, Operations Management at CIM. Dr. Lindsay Redpath, CIM's Director, Academic, describes Dr. Khare as, "an exceptional teacher, coach and mentor who has contributed immensely to the continuous improvement of our MBA program." CIM's students continually attest to the powerful effect Dr. Khare

has had on their learning experiences, while his academic colleagues acknowledge him as a strong mentor to new coaches and an inspiration to others.



Dr. Khare, left, receives his award from Dr. Dominique Abrioux, President of AU.

Dr. Khare was overwhelmed by the appreciation and affection expressed by his colleagues and students. "I just hope that I continue to effectively play my small part on the CIM team and in the great effort students put in to gain a good education through us."

Two academic coaches were also honoured at the conference: the **President's Award for Tutoring/Mentoring Excellence** was awarded to **Lee Ann Keple**, while **Carol MacKinnon** was formally presented the same award, which she won in 2002.

## MBAby



MBA student **Terri Hinkley** and her husband, Steve, welcomed their new daughter, Rachel Lynn, on

December 5, 2002. Having just started the program in May 2002, Terri has her hands full, but can count on some help from Rachel's big brother, Robert (13) and big sister, Megan (11).

## Have we heard from you lately?

New job, new baby, just married, getting your PhD? We want to hear how you're doing! Share all of your achievements with AU faculty, staff, students, alumni and corporate partners in the CIM Update.

*Contact information on page 7.*

## Don't miss out!

To receive notice of CIM events in your area, subscribe to our Upcoming Events page at [www.mba.athabascau.ca](http://www.mba.athabascau.ca), under the News and Events heading. Alumni and student dinners and chapter events, public information sessions, research presentations, and various other events are posted regularly.

## Alumni Profile Colonel Norris Pettis, MBA '03 – Have Laptop, Will Travel

Travel is a way of life in the Canadian Forces. Just ask Colonel Norris Pettis. With a military upbringing and nearly three decades of distinguished service to his credit, he's certainly done his share of globetrotting. So when Colonel Pettis decided to pursue an MBA, his criteria for a program were simple:

it had to be high quality, reputable, and portable. Looking back, he gives the Athabasca University Executive MBA top marks on all fronts.

As Canada's Defence Attaché in the Arabian Peninsula from 1997 to 2002, Colonel Pettis monitored regional defence and security matters. The position called for continuous travel between seven countries in some of the world's most unyielding terrain. Not exactly ideal conditions for pursuing graduate education unless, like Colonel Pettis, you have a laptop as a travel companion. "From the remote highlands of Yemen to



Colonel Norris Pettis

the blistering heat of Kuwait, if I could access the Internet or get to a phone line, I was able to keep up with my studies without missing a beat," notes Colonel Pettis. "Outside of the Applied Project, I completed my entire MBA while overseas—much of it in various hotel rooms throughout the region."

While the Colonel names personal enrichment as his primary motive for pursuing an MBA, he reports that his AU experience has paid dividends at work as well. "Canadian Forces are often called upon to manage complex issues in a large and diverse organization that has many parallels to a modern corporate entity," he explains. "My career has definitely benefited as a result of my MBA training. I can see how it can be a real complement to virtually anyone's comprehensive professional development."

## Upcoming Events

### October 21

Ottawa Alumni and Student Dinner

Guest: Robert Letellier, President and CEO, PharmaGap Inc.

### December 4

Toronto Alumni and Student Dinner

Guest: Pamela Wallin, Canadian Consul General to New York

*Details on page 7.*

## Alumni Events

### Mark Your Calendar!

**Ottawa Dinner – October 21, 2003**

**Fairmont Chateau Laurier, Ottawa**  
**Speaker: Robert Letellier, President of PharmaGap Inc.**

*Science, Venture Capital and Business – Managing Divergent Interests*

Don't miss this year's *Ottawa Alumni and Student Dinner* on October 21, when Robert Letellier, President of PharmaGap Inc. discusses the dynamic processes involved in creating and managing a science-based company. Mr. Letellier shares his successes in managing the competing interests of key stakeholders in a business environment where conflict thrives in tandem with ingenuity and innovation.

Under Mr. Letellier's guidance, PharmaGap has evolved from a National Research Council entrepreneurship project to a thriving research and development company focused on designing safe and effective drugs for fighting cancer, multi-drug resistance, and neurodegenerative conditions.

**Toronto Dinner – December 4, 2003**

**Fairmont Royal York, Toronto**  
**Speaker: Pamela Wallin, Canadian Consul General to New York**

Pamela Wallin will speak on the changing nature of Canada's relationship with the United States at the AU MBA Alumni/Student Dinner at the Fairmont Royal York in Toronto on December 4. Known as one of Canada's most respected and accomplished broadcasters and journalists, Ms. Wallin's career has spanned nearly 30 years and several continents. She was a reporter with the Toronto Star, a national political producer and commentator for CBC Radio, and went on to become the long-time host of the country's premier morning television program, Canada AM. She later became the first woman in Canadian television history to be appointed Ottawa Bureau



Pamela Wallin, Canadian Consul General to New York

Chief, and subsequently anchored nightly network newscasts for CTV and CBC. She is president of her own independent company, Pamela Wallin Productions Inc., through which she has hosted and produced many current affairs and long format interview programs for Canadian television.

While her career as a journalist focused on both domestic and international politics, it was the Canada/U.S. relationship that always captured Ms. Wallin's attention. In November 2001, she hosted the highly successful "Canada Loves New York" rally where more than 23,000 Canadians gathered to show support for the American people following the terrorist attack of September 11, 2001.

In 2002, Prime Minister Chretien appointed Ms. Wallin Canada's Consul General to New York. In this role, she has responsibility for representing Canada and of projecting Canadian interests in one of the world's most dynamic and important cities.

Seating for this and all alumni events is limited, and is available on a first-come, first-served basis. For alumni event details, and to download registration forms, please visit [www.mba.athabasca.ca](http://www.mba.athabasca.ca), and select Upcoming Events from under the Alumni heading.

## Alumni Event Update

**Winnipeg Alumni and Student Dinner, September 16, 2003**

Over 25 AU MBA alumni, students and guests attended the first *Winnipeg Alumni and Student Dinner* on September 16 at the Fairmont Winnipeg Hotel. Len Penner, President and CEO, AgHorizons, and Vice President, Cargill Canada provided a fascinating account of how Cargill AgHorizons has managed to create prosperity in an agricultural industry facing serious challenges with overcapacity, low commodity prices, a heavily regulated environment, and underperforming players contributing to an already distressed market. Penner presented a compelling vision of Cargill's change strategy, and shared the important lessons they've learned.

Cargill's willingness to embark on the most dramatic change that they've undertaken in 74 years has allowed them to reap huge benefits, including increased market share and increased margins, as well as positive employee feedback.

CIM has been delighted to support the growth of the new Winnipeg chapter group which began meeting last year. We thank **Ted Teterenko, MBA '03**, for all of his hard work in helping to launch the group.

## Contact Us

**Comments or contributions?**  
**Contact Marilyn Wangler at [marilynw@athabasca.ca](mailto:marilynw@athabasca.ca).**

To learn more about Athabasca University's Executive MBA, visit us at [www.mba.athabasca.ca](http://www.mba.athabasca.ca) or call us at 1-800-561-4650.

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# Convocation 2003 Memories

We welcomed 243 new grads to our rich AU MBA alumni community at our June Convocation.

Remember to keep your network alive by creating and maintaining your alumni profile in our Web directory—go to **Directory** under **Alumni** at [www.mba.athabasca.ca](http://www.mba.athabasca.ca).

You can also enjoy more Convocation memories on the site under the **News and Events** heading (select **Convocation 2003 Highlights**).



Luciano Azzolini of Yellowknife, Jill Nally of Edmonton and Kyle Newman of Toronto



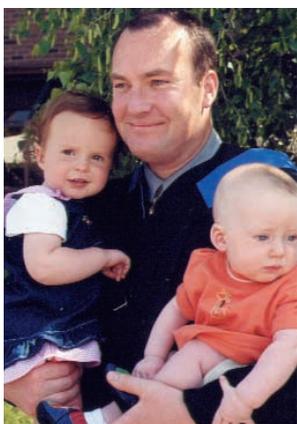
Connie Shea of Calgary, Paul Alisaukas of Owen Sound, Michelle Tobias-Pawl of Edmonton and Ray Joubert of Cranbrook



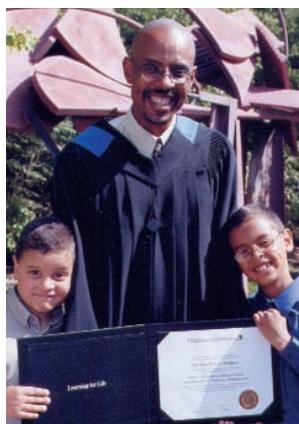
From left: Jackie Cabildo, Fawn Annan, Peter Carr, Mike Percy, Debby Carlson, Lee Weissling, Sharon Ritchie



CIM faculty and coaches



Robert Henderson of Calgary, and his MBAabies.



Mitchton Maitland of Brampton, with his sons



Alan Caputo of Sundre, AB, and his family



Peter Puglia and Susan Crowe, Toronto