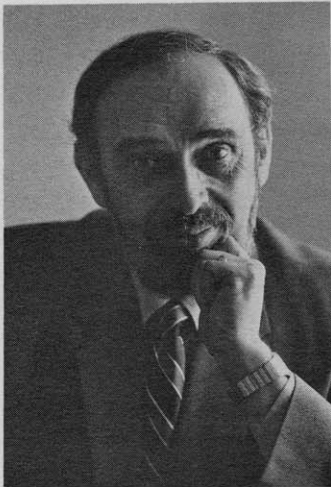




**Center for Management Development and Organization Research**

**Baruch College/The City University of New York**



## Who's Who at the Center

Dr. Harris Jack Shapiro, *Director*

Dr. Shapiro, both a scholar and practitioner in the field of management, assumed the Directorship of the Center for Management in February 1986 after a six-year tenure as chairman of the management department of the School of Business and Public Administration, Baruch College/The City University of New York. He is also the Deputy Executive Officer of the PhD Program in Business and teaches in The Executive MBA Program.

Dr. Shapiro brings extensive corporate experience to the Center, having held top executive posts with major business firms. He also has assisted numerous corporations in his area of specialization, the development and implementation of strategic plans. Among these companies are the Ogden Corporation, General Electric Company (Singapore), Kikkoman, Inc., and Guardian Life Insurance Company.

In addition to numerous articles on strategic management, international management, job motivation, attitudes and satisfaction, Dr. Shapiro is the author of the book, *Planning: Its Practice and Use*, published by Van Nostrand Reinhold Company. His latest book, *The Americanization of Japanese Management*, is scheduled for release April 1987 by the Ballinger Publishing Co.

Dr. S. Prakash Sethi, *Associate Director*

Dr. Sethi is a Professor of Management at the School of Business and Public Administration, Baruch College. Within the Center for Management, he directs the activities of the Research Program in Business and Public Policy. He has been profiled in major publications, including *The New York Times*, *San Francisco Chronicle*, and *Dallas Times Herald* as one of the country's leading scholars in the area of business strategy and public policy.

Dr. Sethi has authored and edited numerous books and articles in management strategy, business and public policy, social issues management, environmental analysis and environment scanning, and international business and comparative management. He is widely known for: *Up Against the Corporate Wall: Corporate Social Issues of the Eighties* (Prentice Hall), *The Corporate Dilemma: Traditional Values vs. Contemporary Problems* (Prentice Hall), *Private Enterprise and Public Purpose: An Understanding of the Role of Business in a Changing Social System* (Wiley), *Advocacy Advertising and Large Corporations* (Lexington Books), and *The False Promise of the Japanese Miracle* (Ballinger).

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Dr. Sethi's current research interests include a study of international social activism and its impact on corporate strategy; American multinational corporations in South Africa; corporate governance; and corporate law violations and executive liability.

He consults with corporations in the development and evaluation of large field studies pertaining to social and political issues and advises companies on the development of early warning systems and crisis management. Over the last ten years he has conducted research with over twenty-five companies including: Bethlehem Steel, Canadian Petroleum Association, Kaiser Aluminum, General Motors, Smith Kline, W.R. Grace, LTV and United Technologies Corp.

#### *Advisory Board*

*Stanley Demain Allied-Signal Corporation	Gertrude Alman Stern Allied Stores Corporation
*Stanley Frankel Ogden Corporation	Carl Spielvogel Backer & Spielvogel
*Frank J. Macchiarola New York City Partnership	Robert F. Wagner, Jr. Board of Education of the City of New York
Horace Morris Greater New York Fund	*Samuel Witchel Scharff, Witchel & Co., Inc.
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*\* Also member of the Executive Committee*

#### *Executive Committee*

Professor Thomas V. Atkins, Library and Information Science  
Professor Michael N. Chanin, Department of Management  
Professor Leslie Lazar Kanuk, Department of Marketing  
Professor Abraham K. Korman, Department of Management  
Professor Alvin N. Puryear, Department of Management  
Professor E.S. Savas, Department of Management  
Professor Georghios P. Sphicas, Department of Management

## **Access to Knowledge: The Priceless Advantage**

The Center for Management Development and Organizational Research (CM) of Baruch College/The City University of New York provides efficient and economical access to management knowledge and research resources on a customized basis that can make the difference in profitability and productivity.

If you are responsible for profits or productivity in your enterprise, you need to mobilize every resource available to gain the competitive edge.

Today's relentlessly aggressive markets, complex organizational structures, and rapidly changing technological environments do not allow for trial-and-error, hunch and instinct management practices. You need the benefit of expert know-how, based on proven theory and principles, to make the most of your organization's potential and to reach its objectives.

As part of the nation's largest school of business administration and third largest public university system, the Center for Management affords unparalleled opportunities to engage leading national figures from the faculties of management, computer sciences, marketing, accounting, finance, industrial psychology, law, and economics. Working in specially organized teams or individually, the Center for Management's experts can provide particularized services that address specific needs.

The CM team is prepared to undertake:

- theoretical and applied research that assembles information directly applicable to your management requirements;
- management studies and audits that develop facts and data bases essential for sound strategic planning;
- development of systems and programs to assist organizations in the management of public affairs and stockholder relations, and effective involvement in the political process at all levels of government;
- training programs enabling executives and staff at all levels to use modern management techniques with confidence;
- development of operational plans and procedures to facilitate new or revised management structures, implement delivery of new products or services, and install on-going internal self-study and evaluation procedures;
- consulting services expressly designed to meet the specific needs of private and public organizations and industry groups.

The Center is able to provide all of the above at the international level, both for highly industrialized countries as well as for developing countries and international agencies. The Center, capable of mobilizing project teams over a spectrum of topics and issues as varied as the fields of business or management, is supported in these efforts by backing and resources of the world-renowned Baruch College faculty of business and public administration.

In the enclosed pages, we will tell you in some detail how the Center operates, who its associates are, and how it works on particular projects to give that priceless advantage – knowledge of how to better accomplish the things that are profitable and productive.

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### *Resources*

Sophisticated, technologically current facilities provide support for the creative talents of faculty and all programmatic needs:

#### *Library*

The Baruch College Library houses book and periodical collections of approximately 275,000 volumes. In addition, the library receives over 2,050 current periodical titles. The library is a member of many organizations and associations that generate research materials. Among these are the American Management Association, American Institute of Certified Public Accountants, the Conference Board, National Bureau of Economic Research, the Twentieth Century Fund, Brookings Institution and many others. Baruch library resources are supplemented by the collections of all the other units of the City University.

#### *Graduate Business Resource Center*

The Graduate Business Resource Center is a technology-based facility which provides a range of services to the Baruch community including: training in the use of computerized information retrieval systems, access to major factual, numeric and bibliographic data bases such as DIALOG, LEXIS, I.W., Sharp and others; access to Survey data from ICPSR, Roper, CRISP, and U.S. Bureau of the Census; access to special collections of microfiche business reports; consultation on the most effective search strategies.

#### *Computerized Decision Laboratory*

A microcomputer-equipped laboratory with complex scenario-generating and simulation software augments executive level seminars and workshops.

#### *Conference, Seminar and Workshop Facilities*

A new conference complex with kitchen and dining facilities, and executive classrooms accommodates large and small group programs in informal or classroom-style settings.

## **Research Program in Business and Public Policy**

The socio-political environment of American business has undergone a profound change since the early sixties. While there has been a gradual decrease in economic regulation, there has been a tremendous increase in the social and environmental regulation of business witnessed by the establishment of many new agencies, such as OSHA, EPA, and Consumer Product Safety Commission. The tendency to regulate business activities affecting the environment and worker health and safety has continued under the Reagan Administration.

At the same time, large corporations are under great pressure from religious and public interest groups on various issues, both here and abroad, to operate within certain ethical and moral criteria not previously within the realm of commerce.

The primary focus of the Center for Management's Business and Public Policy Program is to undertake research studies and training programs, on corporate operations and behaviors which conflict or impact on public or private policies. Our research is both theoretical/analytical and applied. It addresses business-society relationships and efficient performance of business activity. Previous research efforts have received widespread recognition from corporations, public interest groups, news media, and government. Studies have examined political action committees, church activism and corporate America, composition and structure of corporate boards, affirmative action programs, and effective issues management.

Current studies include: advocacy/issue advertising, increasing scope of state and local regulation, corporate strategy and top management compensation, U.S. investments in South Africa, portrayal of women in television advertising, and an investigation into the characteristics of successful male and female entrepreneurs in large corporations.

This program has received support and cooperation from leading corporations including General Motors, Metropolitan Life, Sears Roebuck, American Council of Life Insurance, Sun Company, Mary Kay Cosmetics, Ross Labs, Edison Electric Institute and United Technologies.

The research program is guided by the advice and consultation of a distinguished group of corporate executives and academic scholars. The external members of the program's advisory board include:

Wayne Anderson, Independent Consultant, Public Affairs

Monty Barber, Mary Kay Cosmetics

James C. Bowling, Philip Morris, Inc.

Raymond D'Argenio, United Technologies

Richard Davis, General Motors Corporation

Robert Dilenschneider, Hill & Knowlton, Inc.

David Finn, Ruder Finn & Rotman

Albert T. Olenzak, Sun Company, Inc.

Rafael D. Pagan, Jr., Pagan International, Inc.

John T. Snow, Sears Roebuck & Co.

Paul Weaver, Fed Fortnightly, Inc.

W.J. Wilson, Starch Inra & Hooper, Inc.

H.J. Young, Edison Electric Institute

Professor S. Prakash Sethi is the Director of the Research Program in Business and Public Policy, a division of the Center for Management.

## **Executive Seminars and Workshops on Emerging Business Issues**

Corporate managers must assess the changing features of the competitive environment and the demise of traditional business practices.

Key elements of today's dynamic business climate include expanded global competition with culturally diverse competitors; advanced computer-integrated manufacturing technologies which make it possible to produce higher quality products at consistently lower prices; and increased public expectations of corporate behavior and performance which meet ethical and moral norms of different societies.

Information services and training are necessary to help managers maintain their competitive edge and remain current with modern management practices. Executive seminars and workshops assist corporate managers in developing the analytical skills needed for success in today's competitive environment.

Programs include:

- Use of Issue-Advocacy Advertising to Impact Public Policy
- Managing Effective State and Local Legislative Affairs
- Developing Effective Competitive Strategies in a Multi-National Competitive Arena
- Managing Emerging Critical Public Policy Issues
- International Public Policy Issues and Their Impact on Domestic Competitive Strategies
- The Problems and Prospects of Adapting Japanese Management Techniques to U.S. Operations
- Selecting Viable Strategies in a Deregulated Environment
- Management of Small Groups Working Under High Stress Conditions.
- Tax Law Changes and Implications
- The Socially Aware Corporation: Advocacy Problems You Don't Need
- Managing the Motivation to Work

## Specialized Consulting Services

### *Successful, Cost-Effective Solutions*

The consulting division of the Center for Management is designed to address the most current and pressing needs of business organizations in our economy. A select group of faculty practitioners from the School of Business and Public Administration at Baruch College has been assembled to tackle specific organizational problems in areas such as strategic planning, marketing, accounting, sales, banking and financial management, insurance, human resource development, and operations research and development.

As Executive Advisors, these professionals work with corporate management to implement successful strategies which secure a company's future.

### *Intelligent and Practical Approach*

A special synergy generated by a dynamic work environment and close interaction among Executive Advisors is a hallmark of our success. This is transferred to our direct involvement with managers, team leaders and operating executives, and their business concerns.

Each of our advisors is prepared to deliver a pre-consultation lecture to a target group of executives involved in the project. The consulting process then moves forward with a thorough needs analysis (one-to-one or group) to identify main and peripheral problems and issues. This is followed by the design and implementation of a customized plan of action. Close follow-up is a standard component of the CM consulting program. At all steps, consultations are enhanced by the availability of supplementary resources, including other faculty practitioners with specialized expertise, comprehensive computerized data-bases in all areas of business and management, and a technologically advanced computerized decision laboratory with scenario-generating software.

### *Unparalleled Expertise*

With business experience ranging from eleven to twenty-eight years, CM Executive Advisors are at the forefront of business developments in rapidly changing domestic and world economies. Most have earned both PhD and MBA degrees. Members of the consulting team have held top executive positions in major companies, conducted research which has influenced industrial policy and strategies, and written extensively on management, economic, commerce and trade topics.

The result is the intelligent combination of business acumen and insights derived from applied research to address your organization's need.

### *Clientele*

A partial listing of the clients served by our Executive Advisors is given below.

General Motors	LTV
General Electric Co.	Ruder Finn & Rotman
Citicorp	U.S. Tobacco
Beatrice Foods	Metropolitan Life Insurance Company
Nestle	Mohr Development
Pagan International	Bankers Trust Co.
ACLI	Ogden Corporation
Edison Electric Institute	Kikkoman, Inc.
Guardian Life	Carnation



## **Public Sector Programs**

In keeping with the City University's tradition of high quality public professional education, the Center for Management maintains a commitment to develop the capabilities of public sector managers.

In 1979 the Center was launched with a large scale management development project for the New York City Human Resources Administration (HRA) and since that time over 2,000 public and non-profit managers have participated in Center programs.

The Center's work with HRA provided a springboard for a range of programs of varying scope and size - from statewide training in the use of sophisticated information systems to management assistance for individual community-based agencies.

The Center's instructional design and training staff is skilled in developing professional and cost effective training programs for public sector organizations.

Programs for the public and not-for-profit sectors have included:

- Conferences and workshops for administrators of service organizations.
- Development and delivery of skills-based training courses on management and systems of topics for municipal and state agencies. Courses include Effective Communications, Staff Development, Setting Performance Standards, Analytic Management, Systems Analysis, Telecommunications, Project Management in the EDP Environment, Auditing and various computer languages.
- Multi-level state and citywide training programs in the use of complex automated systems such as New York City's Child Support Management System (CSMS) and New York State's Medicaid Management Information System (MMIS).
- Customized training programs such as one for the New York State Attorney General's office entitled "Management In a Legal Setting." Topics included Balancing Organization Responsibilities, Interpersonal Conflict, Time Management, Motivation, and Coaching and Leadership Effectiveness.

## **Privatization Research Organization (PRO)**

The Privatization Research Organization (PRO), a specialized unit within the Center for Management, is the first university-based center to focus on privatization of public services. Privatization means relying more on private sector institutions and less on government to satisfy society's needs. PRO studies mechanisms such as contracting public services, using vouchers (such as food stamps), franchising, and allowing voluntary organizations and the marketplace to assume some government activities.

PRO explores all aspects of privatization, a fundamental concept being adopted as public policy by capitalists and communists, democracies and dictatorships, developed and developing countries.

PRO provides opportunities to learn about the potential as well as the problems of privatization, and opens doors to leadership positions in this field in both the public and private sectors.

PRO activities include:

- Research (studies and surveys)
- Educational programs (conferences and seminars)
- Dissemination of information to business leaders, government officials, not-for-profit institutions, the media and the public at large.
- Development of teaching materials

Professor E.S. Savas is the founder and director of PRO.

## **International and Comparative Management**

The field of international and comparative management concerns itself with transference of a country's management methodologies and techniques to other nations of the world. Usually the exchange is between countries that differ from each other socially, economically, and culturally. Among the fruits of these transfers are the now familiar multinational corporations.

Managerial practices in these extended, complex organizations vary from country to country and yet are bound together by the needs of individual entities to survive, prosper, and grow. The techniques used differ, sometimes radically; however, the underlying concepts of: financial stability, market share, technological leadership, economies of scale, resource control, name recognition, quality products and services, strategic and tactical planning, and manpower development are basic to all multinational and international corporations' successes.

We are seeking theoretical and empirical answers to:

- How and what are the most effective ways to organize and control multinational and international corporations?
- How do we approach the problem of expanding and developing limited theories of leadership, motivation, satisfaction, and group dynamics into more global type theories?
- How do we best structure new types of organizations that depend on managers who have different cultural and social mores and come from diverse economic systems?

The Center's projects focusing on management in the international arena are conducted by Baruch College faculty who have extensive industrial experience in countries as diverse and different as Japan, Egypt, Great Britain, Singapore, Thailand, Israel, India, Canada, South Africa and the Phillipines.

Work has been performed for companies and organizations such as:

- The Adam Smith Institute
- Altomar Petroleum (England)
- Applied Technology and Marketing, Ltd. (Israel)
- Brambles, Ltd. (Australia)
- British Petroleum (England)
- Carnation (France)
- Colonial Cookies (Canada) Division of Beatrice Foods
- General Electric (Singapore)
- Kikkoman (Japan)
- Organization for Economic Cooperation and Development
- Reed International (England)
- Selfridges (England)
- World Bank

## **Third World Development Programs**

A faculty with diverse backgrounds and broad experience in the international arena provides the specialized knowledge, skills and sensitivities required for programs focused on developing countries.

The management problems of the Third World offer particular complexities quite different from those in the industrialized world. They include:

- A dual economic structure with a vast gap separating a small, highly industrialized segment from the large, low skill, subsistence economy.
- Inadequate markets to support viable competitive enterprises.
- Heavy government involvement in industrial ownership and management and control over supply and demand.
- Resistance to and lack of readiness for the adoption of new technologies.

The Center undertakes systematic studies of the management problems of less-developed countries as they affect the economic and socio-political environments of these societies, the activities of multinational corporations as catalysts of change in these countries, and the changing role of international agencies in creating new regulatory infrastructures within which MNCs must operate in the Third World.

The Center also develops experience-based educational programs for training third world executives at different levels of management and building on the unique socio-political, economic, and technological operating conditions prevailing in their countries.