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Why the School of Business?

"In the course of obtaining my degree in accounting from the IU Kokomo School of Business, I attended not only IU Kokomo but IUPUI and IU Bloomington. I feel the quality of the education I received from IU Kokomo was equal to that of the other two campuses. Thank you for giving me the opportunity to let others know how much I appreciate the education I received from IU Kokomo."

Virginia Marschand, B.S. '92
Financial Manager, Ruth Lilly Medical Library, IUPUI

"The time I spent at IU Kokomo in the M.B.A. program was very enjoyable. From the students, the classes (especially Dr. Pulikonda's and Dr. Vaden's) and from working with the first "SIFE" group to the special projects such as the Labor/Management Conflict Resolution Workforce 2000. I would do it [M.B.A. at IU Kokomo] again in a heartbeat."

Stephen D. Maple, M.B.A. '95
Supervisor, Allison Transmission, General Motors

DEAN'S MESSAGE

Welcome back from spring break! I hope the break brought you a sense of renewal, and that you enjoyed the company of your near and dear ones.

Many of you have realized by now that the School of Business faculty strives to open and expand your business acumen. We try to impart a profound educational experience that not only broadens your horizon of business knowledge but also keep you on constant vigil to distinguish between right and wrong. Everything else rings hollow if we don't make ethics the bedrock of all decisions we make.

I am pleased to report that our students are consistently showing great performance in the ETS major field test administered to senior-level students in 388 business schools. The most recent class ranked in the 96th percentile. In four out of the eight parts of the test, our students secured 99th percentile!

The business field test covers the common body of knowledge areas for undergraduate business education. This standardized test provides a valid measure of business skills acquired in the curriculum. Our students' scores truly demonstrate the School of Business faculty's personal care and dedication in teaching, our students' willingness to learn, and our institution's resolve to continually improve.

It also shows our students' motivation to succeed academically and how the School of Business adds substantive values to your educational experience.

One of the things the School is increasingly getting acclaimed for is its experiential learning focus. Our students' involvement in SIFE provides them with an opportunity to proliferate the concept of free enterprise in a global economy. The SIFE team is again engaged this year in exciting projects that they will present at the regional competition in April. If successful, they will proceed to the national competition scheduled for May. Two other examples of our experiential learning are the participation of our students in the National Collegiate Investment competition, where our teams have consistently ranked in the top tier nationally and regionally, and the involvement of W430 students in the Collegiate Management Program and the Small Business Development Center to help our local businesses succeed in their entrepreneurial ventures. See the full stories on page 3.

If you are scheduled to graduate this semester, the School of Business faculty and staff congratulate you on your achievement. Please stay connected by registering at www.iuk.edu/ACADEMICS/business/Alumni_Survey.asp or e-mail me at admnsob@iuk.edu.

Sincerely,

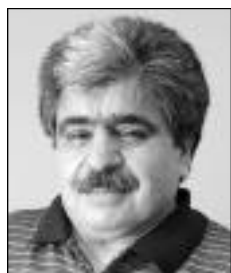


Dr. Niranjana Pati

FACULTY NEWS

Scholarship

Dr. Mayur Desai co-authored "E-Commerce Policies and Customer Privacy" for the *Journal of Information Management & Computer Security*



Mohammad Meybodi

Dr. Mohammad Meybodi has a paper, "Using Principles of Just-in-Time to Improve New Product Development Process," forthcoming in *Advances in Competitiveness Research*.

Dr. Kathy Parkison co-authored "A Comparative Study of Area Professionals and Undergraduate Education Majors' Economic Literacy and Curriculum Applications" for *Economics and Economic Education Research Journal* (with Dr. Margo Sorgman, Education).

Dr. David Rink's co-authored "PLC Concept: Framework for Developing and Implementing Purchasing Strategies and Tactics" is forthcoming in *Indiana Journal of Marketing* (with Harold Fox).

Presentations

Dr. Steven Cox and Dr. Dianne Roden (with Dr. Kenneth Carow of IUPUI) presented "Mutual Holding Companies: Evidence of Conflicts of Interest through Disparate Dividends" at the Australasian Finance and Banking Conference in Sydney, Australia.

Dr. Mayur Desai and Dr. Tom von der Embse will present "How Well Are Corporate Codes and Policies Applied in the Trenches?" at the upcoming SAM Conference in Orlando.

Professor Marilyn Kintzele presented "Disclosure of Audit Committees in Annual Reports and Proxies of Michigan

Corporations" to the Michigan Academy of Science, Arts, and Letters on March 22.

Dr. Mohammad Meybodi presented "Comparison of Just-in-Time Manufacturing versus Simultaneous New Product Development," at the Decision Science Institute in November 2002.

Dr. Lucy Ojode is scheduled to present "Murky Foreign Direct Investment (FDI) Environment" at the 2003 International Academy of African Business and Development meeting in London, England, and "Leveraging Technological Capabilities Across Polarized Cultures" at the 2003 Midwest Academy of Management meeting in St. Louis, Mo.

Dr. Kathy Parkison presented several papers at the National Council for Economic Education's Annual Meetings, held in San Diego, Calif., October 2002. The presentation papers were: "Pre-Service Initiatives," "Interfacing SIFE and CEE," and "Professional Development Program, Level II." She participated in panel discussions on developing a Center for Economic Education, and "Interactive Economics: Making the Standards Come Alive."

Faculty Development

During his sabbatical leave in fall 2002, **Dr. Mohammad Meybodi** conducted a mail survey of 500 manufacturing organizations in Midwestern states. Supported by a grant-in-aid from IU Kokomo, the study examined the impact of just-in-time practices on new product developments. He also spent more than two months in Iran visiting manufacturing plants. Dr. Meybodi is now analyzing the data he gathered.



Marilyn Kintzele

Professional Service

Dr. Mayur Desai is reviewing three papers for the America's Conference on Information Systems in Tampa, Fla.

Dr. Marilyn Kintzele is the President of the IU Kokomo Faculty Senate and the Chair of the Budgetary Affairs Committee. She serves on the Indiana CPA Society's Educators Member Section Advisory Council and School Key Contact program.

Dr. Mohammad Meybodi chaired two sessions, and reviewed four articles at the DSI Conference in November. He also reviewed a paper for the *Journal of TQM*.

Dr. Niranjani Pati served as an ad hoc reviewer for *International Journal of Production Research*. Dr. Pati Chairs an AACSB Deans Affinity Group (www.aacsb.edu/communities/affinitygroups/groups.asp). He also serves on the steering committee of the third annual North Central Indiana Entrepreneurship and Technology Conference to be held in October.

Dr. Dianne Roden is the Faculty Senate Vice President and Chair of Faculty Affairs. She sponsored a student, Richard Stephan, who became a member of the FMA National Honor Society.

Kudos

Dr. Dianne Roden and Dr. Steven Cox's co-authored paper "Evidence of Managerial Opportunism during Mutual-to-Stock Conversions" was evaluated as the best paper in the intermediation category of the spring Midwest Finance Association conference.



Dianne Roden

STUDENT ACHIEVEMENTS

SIFE

Students In Free Enterprise (SIFE X487) is a highly subscribed course that facilitates leadership, teamwork, and communication skills as part of a credit-earning academic experience. Established by the late Sam Walton, the founder of Wal-Mart, SIFE's mission is "improving the lives of others through free enterprise practiced morally."

Dr. Kathy Parkison, advisor to IU Kokomo's SIFE team, led a group of students to Texas and Mexico over the 2003 spring break. The SIFE students toured a Delphi Maquiladora factory in Matamores, Mexico, and learned about production and trade issues. The group appreciated the hospitality shown by Delphi Delco.

The SIFE students also worked in a Kokomo area church and taught several economic lessons to both parents and students in fall of 2002. They taught a "Follow An Ice Cream Cone Around the World" curriculum, which had the participants make ice cream and learn about where the ingredients came from.

To join SIFE, please contact Dr. Kathy Parkison or Ms. Joan Hoch.

Collegiate Management Projects

Professional schools—education, nursing, medicine, law—have practical experience built into their curricula. All their students must engage in clerkships, internships, practice teaching, or clinicals in order to successfully complete their programs. The IU Kokomo School of Business provides several opportunities to do this, enabling our students to apply their knowledge and skills. Experienced faculty use "real-world" examples, cases, and projects.

The IU Kokomo School of Business also works with outside organizations to provide actual business experience. One such venture is the partnership with the Small Business Development Center

(SBDC) and its Collegiate Management Program. The program assists small firms in building successful business operations based on organization and management analysis and concepts. This program was initiated last fall, and IU Kokomo was the first school in the area to participate. Twenty-one senior students in Dr. Tom von der Embse's Organizational Development and Change course worked with five client organizations, logging nearly 1,000 hours over the semester in researching, analyzing, and assessing their operations and conferring with the owners and managers. SBDC Director Sabrina Parnham and her assistants provided a bridge between students and clients, and visited the class often to observe and answer questions.

The clients reported high satisfaction with the students' contributions and the ideas they gained from working with them. As one stated, "The students' analysis of (her) operation provided a useful outside eye, a more objective look—owner-operators don't have as broad a view of their own businesses." Dr. von der Embse said the students "really performed well. . . they went beyond business organization into business strategies, and had a lot of suggestions."

Dr. von der Embse, former dean of the business school, has arranged outside student projects such as these for the last 10 years, primarily in the M.B.A. capstone course. This was a first for undergraduates. It is a win-win situation where students test and apply their classroom learning while helping north central Indiana organizations succeed and grow.

National Collegiate Investment Challenge

Dr. Dianne Roden's investment class (F420/C567) was again involved in picking the best

investment portfolio. Her class has consistently produced nationally and Indiana-ranked portfolios for the past five consecutive years. The competition concluded April 4.

Technology Readiness Survey

The Indiana University Kokomo's Students In Free Enterprise (SIFE) surveyed businesses in Howard, Miami, Wabash, Cass, Fulton, and Tipton counties in fall 2002 and early spring 2003 to examine the development and spread of the Internet technology in the community.

The survey found that this technology has not spread evenly. Some cities, counties, and states have embraced this technology, while others, perhaps for financial reasons, have been slower at adopting the technology.

The project was made possible by a grant from SBC Ameritech. It is hoped that this report will stimulate discussions among local governments, businesses, and other interested groups on where the area desires to go from here. Ideally, the report will help these counties develop as networked communities.

Dean's List, Fall 2002

Please congratulate the following students for their strong academic performance:

April Anderson, Christopher Andrews, Marcus Bowman, Brandon Busch, Christy Cockrell, Candice Demarais, Adam Fischer, Norman Gould, Andrew Groves, Chrystal Hoffman, Melissa Jenkins, Brad Kallio, Adam Lovelace, Erica Markiewicz, Heath Martin, Megan Mathews, Eric Prentice, Linda Saltsman, Richard Schwartz, Beth Stamps, Daniel Taylor, Marguerite Thomas, Michael Tweed, Scott Voorhis, and Michelle Wright.

ACADEMICS

Registration for Summer

Registration for Summer classes has already begun and continues through April 13 for Summer I and May 20 for Summer II. Please see your advisor if you need help in determining your schedule. You will receive a card in the mail from the Office of the Registrar with the date and time for your registration. You may register via computer or telephone at any time after the date/time on the card. You may also register via walk-in registration on April 14–18 and May 9 for Summer I, and May 22–28 for Summer II.

FAQs

Scholarships

Several scholarships are available for School of Business students on a competitive basis. Please contact Professor Marilyn Kintzele at (765) 455-9318 for the Outstanding Accounting Student Scholarship, the Accounting Excellence Scholarship, and the Fingleton Scholarship. Dr. Mayur Desai should be contacted for the Sita Amabara-Rao Service Award, Business Economics General Scholarship, and the Stansberry Scholarship for M.B.A. students at (765) 455-9473.

Please contact Terri Butler at (765) 455-9275 for applications, deadlines, and eligibility criteria.

Internships

If you are a junior or senior looking for a way to earn college credit while getting practical experience in your field, an internship may be just what you want. In addition to looking great on a résumé, internships often lead to full-time employment after graduation. For information, contact a faculty member in your concentration or Julie Diesman in Career Services, KC 200.

Independent Study

Are you a highly motivated student, looking to explore areas of your concentration more deeply? Consider independent study for one of your electives. Most of our faculty members are involved in research and welcome student assistance. Contact a faculty member in your concentration for more information.

Job Market

Please note that the Career Services Office at IU Kokomo has recently contracted with MonsterTrak. MonsterTrak is the college recruiting division of Monster.com and is the largest and most popular job listing site on the Internet for college students and recent graduates. There is no cost to use the MonsterTrak site, and they offer many services, including résumé posting and targeted job search techniques. Register online at www.monstertrak.com.

The Bureau of Labor Statistics' has important job information available at www.bls.gov. The site may be useful for students who are considering a particular major or are eager to know what opportunities a chosen major will hold for them after graduation.

Peer Tutoring

The School of Business believes its students' success in several crucial courses can be enhanced by providing peer tutoring. This semester, Joyce Ingle is providing tutoring for A201 and A202, and Randi Tinsley for K201.

Please take note of their meeting schedules for the current semester:



Joyce Ingle:

Monday,
2:30–3:30 p.m.,
Tuesday and
Thursday 1–2 p.m.,
KO 100.

Randi Tinsley:

Monday and
Wednesday,
11:15 a.m.–
12:45 p.m.



Randi Tinsley

Student Addresses and E-mail

We are updating our records. Please take a minute to contact Graduate Student Advisor Dr. Kathy Parkison at kparkiso@iuk.edu or Undergraduate Student Advisor Joan Hoch at jhoch@iuk.edu with your current address, phone number, and e-mail address (home, work, or both). This will allow us to ensure that our records are up-to-date.

M.B.A. INFORMATION AND SCHEDULES (TENTATIVE)

Schedule of Classes

Course	2002-2003			2003-2004			2004-2005		
	Fall	Spring	Summer	Fall	Spring	Summer	Fall	Spring	Summer
<i>Required Core Courses D = daytime, E = evening, X = offered but time not determined</i>									
A201	D, E	D, E	X	D, E	D, E	X	D, E	D, E	X
F301	D	E	X	D	E	X	D	E	X
K302			X	E		X	E		X
M301	D	E	X	D	E	X	D	E	X
S302	E	D	X	E	D	X	E	D	X
Z302	D, E	E	X	E	D	X	E	D	X
M.B.A. Courses - All required M.B.A. classes are 5:30-8:30 p.m. in KO276.									
D542		16 weeks			8 weeks			16 weeks	
E520	16 weeks			8 weeks			16 weeks		
F542		16 weeks			8 weeks			16 weeks	
J542	16 weeks			8 weeks			16 weeks		
J560		8 weeks	X		16 weeks	X		8 weeks	X
M560	8 weeks			16 weeks			8 weeks		
M570		8 weeks			16 weeks			8 weeks	
Z542	8 weeks			16 weeks			8 weeks		

M.B.A. Requirements

The M.B.A. consists of eight required 3-credit-hour courses and two electives. The eight required courses will each be offered once per year in a fixed, but non-sequenced schedule. Each semester two courses will be offered in an 8-week format and two courses will be offered in the 16-week format. The following year, the courses will reverse their time formats (i.e., the 16-week courses will be 8 weeks, while the 8-week courses will be 16 weeks, and they will switch time frames). This allows students who schedule carefully to take all required courses in the time format and on the days of the week that they prefer. 16-week courses meet once per week while 8-week courses meet twice per week. Please see Dr. Kathy Parkison if you need additional information.

Entry Requirements

The M.B.A. office at IU Kokomo has complete guidelines for admission to IU Kokomo but, in general, it requires completion of an application packet, completion of appropriate background courses, and the Graduate Management Admission Test (GMAT). The deadlines for admission are April 15 for Summer I, May 15 for Summer II, and August 1 for fall. Certain courses are limited to admitted students only, so please get your application completed as soon as possible.

GMAT

Applicants holding a graduate degree from an appropriately accredited college or university are exempt from the GMAT requirement. There are materials on the GMAT exam on reserve at the IU Kokomo Library. These include study materials and practice tests.

Required Core Courses

Course Number	Title
A201	<i>Introduction to Financial Accounting</i>
F301	<i>Financial Management</i>
K302	<i>Introduction to Management Science</i>
M301	<i>Marketing Management</i>
S302	<i>Management Information Systems</i>
Z302	<i>Managing and Behavior in Organizations</i>

M.B.A. Courses

Course Number	Title
D542	<i>Advanced Managerial Accounting</i>
E520	<i>Economic Environment of the Firm</i>
F542	<i>Advanced Financial Management</i>
J542	<i>Ethical and Regulatory Environment of Business</i>
J560	<i>Organizational Strategy and Policy</i>
M560	<i>Advanced Marketing Management</i>
M570	<i>Advanced Operations Management</i>
Z542	<i>Creating, Leading and Maintaining High-Performance Organizations</i>
6 hours	<i>Electives</i>
30	Total M.B.A. hours

UNDERGRADUATE INFORMATION

Undergraduate Advising

When registering for classes, be sure to check prerequisites (p), co-requisites (c), and recommended prerequisites (r). Prerequisites are courses that must be taken before taking a specific course. Co-requisites are courses that should or may be taken together. Recommended prerequisites should be taken before enrolling in a course but are not required. Many courses in the School of Business have prerequisites. They may be found in the IU Kokomo *Bulletin* available at iuk.edu/bulletin beginning on page 71.

Undergraduate Admission

Are you admitted to the IU Kokomo School of Business? If not, you will be when you complete 26

credit hours with a 2.0 GPA, ENG W131, SPCH S121, MATH M118 and MATH M119. You will be notified of your admission shortly after the end of the semester in which you finish the requirements. If you don't receive a letter, please contact Joan Hoch, undergraduate student advisor.

Degree Requirements

What courses should I take next? Help, I'm having trouble in a class! Your advisor can answer these questions. Joan Hoch, the School of Business undergraduate advisor, is ready to help in KO 185. Her office hours for spring are:

- **Monday and Wednesday 10–11:30 a.m. and 1–5 p.m.**
- **Tuesday and Thursday 1–5:30 p.m.**

Drop in or make an appointment. Joan can also answer many questions by phone or e-mail. Contact her at 455-9450 or jhoch@iuk.edu.

Our faculty can also advise students on career opportunities, courses, etc. Our faculty has regular office hours, but many are available at other times.

Course Offerings

Some School of Business under-graduate classes are offered only in the spring, summer or fall. A master schedule of the courses has been presented in this newsletter for your convenience. It is important that you plan ahead. Please note: classes are subject to cancellation if enrollment is insufficient.

Undergraduate Requirements

Course	Prerequisite
BUS A201	26 credit hours
BUS A202	BUS A201
BUS A312	BUS A311
BUS A339	BUS A202
BUS A424	BUS A312
BUS A337	BUS S302, A202
BUS D301	56 credit hours, ECON E201, E202
BUS D302	BUS D301
BUS F301	Admitted to School of Business; 56 credit hours, BUS A202, ECON E201, E202, E270
BUS F420	BUS F301
BUS J401	86 credit hours, BUS F301, M301, P301, Z302
BUS L201	26 credit hours
BUS M301	Admitted to School of Business; 56 credit hours, ECON E201, E202, BUS A202
BUS M303	BUS M301
BUS P301	Admitted to School of Business; 56 credit hours, BUS K201, ECON E201, E202, E270
BUS S302	56 credit hours, BUS K201
BUS S320	BUS S302
BUS J404	BUS Z302
BUS Z302	56 credit hours, PSY P103, SOC S100
BUS Z444	BUS Z302
ECON E201	MATH M117
ECON E202	MATH M117
ECON E270	MATH M118

UNDERGRADUATE SCHEDULES (TENTATIVE)

Required Core Courses

Course	2002-2003			2003-2004			2004-2005		
	Fall	Spring	Summer	Fall	Spring	Summer	Fall	Spring	Summer
<i>Required Core Courses D = daytime, E = evening, X = offered but time not determined</i>									
W100	D, E	D, E		D, E	D, E		D, E	D, E	
A201	D, E	D, E	X	D, E	D, E	X	D, E	D, E	X
A202	D	D, E	X	E	D, E	X	D	D, E	X
E201	D, E	D, E	X	D, E	D, E	X	D, E	D, E	X
E202	D, E	D, E	X	D, E	D, E	X	D, E	D, E	X
E270	E	D	X	E	D	X	E	D	X
K201	D, E	D, E	X	D, E	D, E	X	D, E	D, E	X
L201	D	D, E	X	D	D, E	X	D	D, E	X
D301	D	E		D	E		D	E	
F301	D	E	X	D	E	X	D	E	X
M301	D	E	X	D	E	X	D	E	X
P301	E	D		E	D		E	D	
S302	E	D	X	E	D	X	E	D	X
Z302	D, E	E	X	E	D	X	E	D	X
J401	E	E		E	E		E	E	
X410	E	E		E	E		E	E	

Classes by Concentration

Course	2002-2003			2003-2004			2004-2005		
	Fall	Spring	Summer	Fall	Spring	Summer	Fall	Spring	Summer
<i>Accounting Required Core Courses D = daytime, E = evening, X = offered but time not determined</i>									
A311	E			E			X		
A312		E			E			X	
A325	E			E			X		
A328	E			E			X		
A422	E			E			X		
A424		E			E			E	
L303	D			E			D		
<i>e-business Required Core Courses D = daytime, E = evening, X = offered but time not determined</i>									
S320				E			E		
P421				E			E		
S435				E			E		
<i>Finance and Economics Required Core Courses D = daytime, E = evening, X = offered but time not determined</i>									
F302	E			D			E		
F420		E			E			E	
G300	E			D			E		
<i>Marketing and Distribution Required Core Courses D = daytime, E = evening, X = offered but time not determined</i>									
M303		E		E			E		
M405			X			X			X
M450	D				E			D	
<i>Management and Human Resources Required Core Courses D = daytime, E = evening, X = offered but time not determined</i>									
W430	D			E			D		
Z440	E			D			E		
J404		D			E			D	

COMMUNITY INTEREST

Newspaper Reviews

IU Kokomo School of Business faculty has partnered with the local papers *The Kokomo Tribune* and *The Kokomo Perspective* to write items of interest that simplify business facts for the community. Dr. Lois Kurowski wrote a column "Tancredo's Dilemma Points to a Larger Issue" for *The Kokomo Tribune*. She reviewed the book *Who Says Elephants Cannot Dance* by Louis V. Gerstner Jr. for *The Kokomo Perspective*. Dr. Niranjan Pati reviewed *Who Moved My Cheese*, by Dr. Spencer Johnson for *The Kokomo Perspective*. If you have strong writing skills, e-mail the business themes you would like to write about to admnsob@iuk.edu.

Beta Gamma Sigma

Indiana University Kokomo's Beta Gamma Sigma National Honors Society inducted four candidates on November 21 in the presence of Ms. Kathleen Ligocki, vice president for Strategy of Ford America. Four students were inducted: Brent Lawles, Katie McComas, William Gertz, and Eric Jun. The chapter also honored Mr. Chuck Bucheri, head partner in the Kokomo accounting firm Bucheri, McCarty, & Metz, LLP for Bucheri's distinction in local business circles and his important contributions as a member of the School of Business' Advisory Board. Prof. Marilyn Kintzele, Dr. Kathy Parkison, Dr. Niranjan Pati, Chancellor Ruth Person, Dr. David Rink, and Dr. Thomas von der Embse attended the induction ceremony.

Mr. Bucheri could not attend the ceremony on November 21. He was presented an honoree plaque at the School of Business meeting on December 6.

To be considered for membership, students in undergraduate business programs must rank in the upper 7 percent of the junior class or upper 10 percent of the senior class, M.B.A. students must remain in the upper 20 percent of their class. If you meet the above criteria, please contact Dr. von der Embse at (765) 455-9486.

Economic Outlook Panel

The School of Business hosted the 26th Annual Indiana University Business Outlook and Public Policy Panel on November 14. The panelists were Dr. John Hassell, Mr. Morton Marcus of Kelley School of Business, Dr. Bill Witte and Dr. Andreas Hauskrecht of IU Bloomington, and Dr. Kathy Parkison of IU Kokomo School of Business. The panelists portrayed a realistic picture of our economy with the war looming large in the horizon at that time.

The School of Business has hosted the Outlook panel for the last 26 years. It helps our local businesses take a closer look at our local economy within the context of the state, national, and world economies.

Business Alumni Relations Council

This School's alumni have started the Business Alumni Relations Council (BARC), designed to help alumni network with each other and stay connected to the school and university. The BARC leadership is comprised of Pamela Auksel, Christina Coffin, Richard Csillag, Michael Duke, and Harold Toumine. If you are planning on graduating this semester, please visit www.iuk.edu/ACADEMICS/business/Alumni_survey.asp to register as one of our alumni. You will be updated on the council's activities throughout the semester.

The Distinguished Speaker Series



Larry C. Glasscock

The School of Business featured two outstanding individual business leaders last semester as part of its "Distinguished Speakers Lecture Series."

Mr. Larry C. Glasscock, President and CEO of Anthem, Inc.—the second largest public company of Indiana—spoke about leadership issues in the health care industry.

He confessed that health care is a complex and difficult system to navigate and as a leader he wields the primary responsibility to "mitigate confusion and eliminate redundancies." He spent one hour after his lecture answering questions from the audience.

Mr. Bill Polian, President of the Indianapolis Colts, spoke on "Leadership Challenges in Sports Management" on November 14 at Kresge Auditorium. He said, "At mini-camp and again at training camp, I told our team that only what we do defines us—not what other people say about us." After the lecture, he visited with IU Kokomo School of Business alumni at a reception.



Bill Polian