



## Celebrating a decade of delivering business solutions through integrative thinking

**2009** An innovative program – and the first of its kind in Michigan when it was introduced in 1997 – the School of Business Administration's Applied Technology in Business (ATiB) program is celebrating 10 years of graduating business students from the program. A two-year minor program, ATiB graduated its first students in 1999.

A hallmark of the SBA, ATiB models integrative thinking by bringing undergraduate students from different disciplines together to work in teams and use information technology to solve real-world business problems, provided by sponsoring companies.

Since ATiB's inception, more than 77 companies have contributed \$4 million in sponsorships to help nearly 200 SBA students build skills critical to their professional success, including intensive research, problem-solving, applying information technology, project management and teamwork.

From large corporations to small businesses, sponsors are the backbone of the program, providing ATiB students with the chance to participate in information technology projects in a range of industries – from automotive and banking to health care and energy and more.

"We are grateful for the ongoing support of dedicated business sponsors who have been part of the ATiB program for nearly a decade and are always pleased to welcome new ones," says Mohan Tanniru, dean, SBA, and founder of the program. Mohammad Dadashzadeh, professor, management information systems, led the program between 2003 and 2009.

- Other program facts:
- Most popular majors: Accounting and Management Information Systems.
  - Types of projects: Application Integration, Business Process Modeling, Competitive Intelligence, Employee Training, Smart Inventory and Web Site Automation.
  - Named Educational Program of the Year by Automation Alley in 2002.

A cornerstone of the SBA's legacy of building strong partnerships with the business community, ATiB also serves as a model for new programs where business collaborations and commitment to education deliver real value to today's business students. ■

ATiB students work together in the dedicated lab in Elliott Hall.



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excellence through integration



## Students, volunteers believe in SBA's ACHIEVE program

One year after its introduction, ACHIEVE is living up to the promise suggested by its very name.

The professional development program for undergraduate business students, which teaches important skills needed to gain employment and be successful in the business world, is now a solid part of the SBA's core curriculum.

Approximately 150 students have completed SBC 199, the inaugural freshman course, and are taking the mandatory second-level SBC 299 this fall.

"We're very pleased with the responses we've gotten to this program," says Jill Lawson, ACHIEVE and Scholar representative. "After only one year, it's been embraced both by the students and business community volunteers, because it's bringing them together."

**A LEG UP FOR GRADUATES**  
Lawson says that OU students are learning firsthand how to network and create valuable contacts in the business world, which helps give them a leg up on the competition – no small matter in today's highly competitive job market.

"We want OU students to have the reputation for being ready to 'hit the ground running,' when it comes to employment and job performance," she says. "ACHIEVE is designed to give SBA students the skills that others may have to learn the hard way."

For students, ACHIEVE lays a good footing for the future. Freshmen learn the basic skills of interacting and interviewing with business peers, how to network and how to use OU Career Services to their advantage.

"What we're learning in the classroom can be applied directly to the real world," explains business major Eric Tawney. "By teaching us to network with local business professionals, research careers and gain greater knowledge on interviewing and interning skills, this program is helping to prepare us for the future."

"ACHIEVE doesn't replace the standard business curriculum; rather it supplements the curriculum with career and professional development," says Karl Majeske, associate professor, quantitative methods. "Ideally, ACHIEVE will enhance a student's ability to obtain employment within their field."

ACHIEVE also emphasizes involvement in OU student business organizations that ultimately may contribute to their growth as young professionals.

**VOLUNTEERS SEE BENEFITS**  
For volunteers, ACHIEVE offers the chance to give something back to the academic world and stay connected with the emerging work force.

Beverly Emmerich, SBA '02, an administrative systems support coordinator at Cranbrook in Bloomfield Hills, Mich., welcomed

the opportunity to volunteer for ACHIEVE's inaugural year. She returned to OU last January in the MBA program and became involved immediately with the nascent program.

"It's really exciting for me to volunteer because I feel like I can relate to the students," Emmerich says. "I hope that, by sharing my experiences with them, it gives them ideas and helps prepare them for the future. I try to explain to students the steps I've taken to network in my career, from college to the present, and I'm always thinking of new examples to include in my presentation."

Emmerich is continuing her volunteer efforts for ACHIEVE this fall.

OU's Lawson notes that volunteers sometimes find the ACHIEVE program handy when it comes to selecting candidates for internships.

"It ends up being a win-win situation for all," she says. "Volunteers help groom our students for success, and the business community then has a stronger pool of talent to draw upon." ■



Business major Eric Tawney appreciates the benefits of the SBA's ACHIEVE program.



## Celebrate 40 Years of Excellence

Thursday – Saturday  
October 8 – 10, 2009

Join the SBA as we honor this special year at a series of events recognizing the work of its expert faculty members, the success of its graduates, and the tremendous growth in the school's reputation in the business and research communities over the last four decades.

### MORE INFORMATION

For more information and to register go to [www.sba.oakland.edu/40thevents](http://www.sba.oakland.edu/40thevents).

## SBA Anniversary Special Offer

SBA alumni interested in the SBA's professional development certificate program offerings can take advantage of a special 40th anniversary discount – 10 percent off the first class only of any certificate program offering. The discount is available from October 2009 through October 2010. For a list of offerings, see [www.sba.oakland.edu/ce](http://www.sba.oakland.edu/ce). For more information, contact Carrie at (248) 370-3177.



**SBA ALUMNI, FACULTY AND FRIENDS GOLF**  
Thursday, Oct. 8, 2009  
R & S Sharf Golf Course

Pull together a foursome for 18 holes to kickoff the anniversary weekend.



**40TH ANNIVERSARY CELEBRATION DINNER\***  
Saturday, Oct. 10, 2009,  
7 – 10:30 p.m.  
Oakland Center  
Banquet Rooms

Come celebrate the SBA's 40th anniversary with faculty, friends and former classmates in an evening to reminisce and renew friendships.

Dinner cost is \$65

\*A portion of the proceeds from this event will benefit SBA student scholarships.



**INTERNATIONAL BUSINESS CONFERENCE: THE FUTURE OF BUSINESS LEADERSHIP**  
Friday, Oct. 9, 2009, 9 a.m. – 4:30 p.m.

Attendees of this thought-provoking conference will gain and share insight on the importance of interplay between business schools, business and the international marketplace. Here, industry executives,

academic thought leaders and government officials will present and discuss the challenges, opportunities and successes in educating business students prepared for world business. The impressive agenda includes speakers and topics that cover today's issues and set tomorrow's educational agenda.

The luncheon speaker, James E. Schrage, SBA '71, clinical professor of entrepreneurship and strategic management for the University of Chicago Booth School of Business, will share his expertise on business strategy and globalization.

### Discussions and panel sessions will include:

- Leadership in Education through Integrative Curriculum and Pedagogy
- International Education: A reflection of the effects of globalization.
- Walking the Talk: Future of ethics and social responsibility.
- Health Care Reform: Issues, challenges and opportunities.

### Confirmed panelists include:

- Betsy E. Bayha, SBA '72, senior vice president, general counsel and secretary, Blue Coat Systems, Inc.
- Ken Janke, MBA '85, senior vice president, Aflac World Headquarters
- Dave Rooney, SBA executive in residence, and former director, marketing, Chrysler

Conference cost is \$50. A strolling international-themed evening reception and student poster presentation follows, from 4:30-6 p.m.

The luncheon speaker is sponsored by Derderian, Kann, Seyferth & Salucci, P.C. Provided by Michael C. Palazzola, CPA, SBA '78.

## Global research project to focus on emerging Service Systems Engineering topic

An SBA professor will be among a group of renowned scholars researching the emerging Service Systems Engineering (SSE) topic at Sogang University in South Korea thanks to a \$10 million grant from the Korean government.

Over the next three years, SBA MIS Professor Vijayan Sugumar will serve as an international scholar and work with faculty members from Sogang's business school, physics, computer and engineering departments to complete SSE research and launch a new major there.

Six more international scholars will join the project for joint research and teaching. The major will combine business management, physics and computer engineering disciplines focusing on the principles of Service Dominant Logic – integrating engineering and management in a more scientific way.

"SSE could have a major impact on how everything from automobiles to computers are manufactured and marketed," says Sugumar. "Typically, when you look at manufacturing, the emphasis is on the product and production. In service science, you look at product inception, design, manufacturing, service and disposal. It's a much broader look at the product life cycle."

### CREATING A WORLD CLASS UNIVERSITY

The grant proposal, "Service Systems Engineering for the Creation of New Growth Engine based on Knowledge Service," was selected by Korea's Ministry of Education, Science and Technology for the World Class University (WCU) project. The WCU project is a higher education program for the Korean government, which brings together international scholars to collaborate with Korean faculty members and establish new academic programs.

"Service science, engineering and management have been a major area of interest in the last few years, premised on the belief that firms have to look at all their activities along their product life cycle – whether it is a physical or a service product – with a service focus," says Mohan Tanniru, dean, OU's SBA. "There has been some discussion with one of the pioneers of

service dominant logic, Bob Lush, Ph.D., of University of Arizona, on how to reshape the automotive industry's future by allowing it to view itself as a service provider over the life of the product by co-creating value to the automobile user continually through the product life cycle."

Sugumar will add his technical expertise in semantic technologies, service-oriented architecture, services computing and engineering to the project. In turn, he'll bring back knowledge, experience and research in this emerging field to OU's SBA. Through this partnership – Sogang University becomes an affiliate to the school's Center for Integrated Business Research and Education (CIBRE) – the SBA will gain knowledge it can use to explore integrating SSE in its curricular and research activities.

"Oakland has been interested in SSE, and through this partnership under the CIBRE umbrella, we will be on the cutting edge of research," Sugumar says.

With a joint appointment at OU and Sogang, Sugumar will spend the 2010 calendar year, and one semester each of the following two years, in South Korea. ■

## Celebrate the SBA

### MESSAGE FROM THE DEAN

Please join me in wishing Oakland University's School of Business Administration a happy anniversary. A strong program for four decades, the SBA – its faculty, staff, alumni and students – has accomplished much to be proud of during this time.

What started in 1959 as a Bachelor of Arts in Economics and Business Administration and grew into a School of Economics and Management a scant 10 years later, became a recognized and fully accredited School of Business Administration by 1988. In the years since, OU's SBA continued to grow – in programs, faculty and stature – with faculty representatives from around the world on the roster and the start of innovative programs such as Applied Technology in Business, ACHIEVE and Scholars.

Collectively our faculty, staff, alumni, friends and partners have made OU's SBA what it is today – a school recognized in the region for delivering well-rounded business education. At

our 40th anniversary, we are continuing to transform the SBA from one that is recognized locally to one acknowledged for its contributions to business education, outreach and research around the world through the recently established Center for Integrated Business Research and Education (CIBRE).

With the reputation of our alumni in the workplace and the difference our faculty and staff make in students' lives, to the relevant research and outreach activities underway at any given time, there is no doubt we are poised to take the SBA to the next level. Combined with the support of such strong believers as Hugh Elliott and Craig Stinson, who are sharing their passion for the school's future by pledging to match up to \$500,000 in gifts given to the SBA in the year ending October 31, 2009, the momentum is there to transform our school.

There are many ways to join in our 40th anniversary celebration this year. Check out – and reserve your spot – at any or all three

of the October anniversary events: a golf outing, a business conference and the anniversary dinner. Consider making a gift – of any size – before the end of October to take advantage of the Elliott-Stinson Challenge Match.



If you're receiving and reading this *SBA Insight*, you are connected to the SBA. Join us in celebrating our 40th anniversary this fall.

Mohan Tanniru  
Dean, School of Business Administration  
Oakland University

The University Communications and Marketing department and the School of Business Administration publish *SBA Insight* twice a year, and *SBA Insight Online* four times a year to share information and happenings about the SBA with alumni, friends, partners and others.

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## Eastern exposure: OU's global scholar Waseem Samaan

From jet lag and the threat of a swine flu epidemic, to unpredictable schedule changes and limited access to communications, a visit to China was an eye-opening experience for SBA student Waseem Samaan, who went as one of OU's first-ever Global Scholars.

But then, that's precisely the point of the Global Scholar program, says Samaan, an accounting and finance major from Sterling Heights, Mich.

The three-week sojourn in China helped illuminate what the real world of international business is like, he says, and more vividly than it could have in the confines of a classroom.



Waseem Samaan (right), an SBA finance and accounting major, had the extraordinary opportunity to visit China to experience the real-world of international business. Samaan is pictured with SBA student and global scholar Rachel Louzon.

"I understand better what people have to deal with when conducting business internationally," he says. "It's really a lot more complex than I realized."

Samaan was one of several OU students who traveled to universities in Beijing and Shanghai this spring to collaborate on projects with Chinese business students.

The Global Scholars program, the newest addition to the school's Scholars program, is part of the SBA's Center for Integrated Business Research and Education (CIBRE). Its purpose is to help strengthen the background of SBA students for dealing in the dynamic world of international business.

Samaan and others worked with Chinese counterparts on projects involving the international marketing of automobiles. Samaan's part was to help create a survey to collect information on consumer preferences in the U.S. and China.

"I discovered some major differences in the two markets," he says. "For instance, the size of a car is an important concern there. Smaller is better, because parking is so limited in China."

Fortunately, language never was a problem, he says, since most students in China know some English.

"It was really an even exchange, in that we both learned something from one another about our cultures," says Samaan. "In my case, I learned about the way the Chinese barter and negotiate to purchase goods."

*"We're moving to a world that is globalized, and that's very important to a finance and accounting major like myself."*

Waseem Samaan

Samaan, who serves as treasurer for the local Beta Alpha Psi chapter, says the SBA's Global Scholars program is a valuable step in the right direction for business students focused on the global marketplace. Samaan also serves as vice president of the National Association of Black Accountants, is a member of Oakland Accounting Students Information Society and an SBA peer adviser.

"We're moving to a world that is globalized, and that's very important to a finance and accounting major like myself. In 2011, the universal accounting standards will change from Generally Accepted Accounting Principles (GAAP) to international standards, so we have to be ready for it." ■



CIBRE summer interns met on Saturdays to collaborate and gain insight from graduate student mentors and SBA Dean Mohan Tanniru on the various internships and projects they tackled for businesses this summer.

## Unique CIBRE Summer Internship program provides collective learning experience

Claire Hagemann spent her summer internship teaching social networking lingo such as friend, status and wall, to an unlikely audience – senior citizens at the Older Persons Commission (OPC) in Rochester. Hagemann integrated classroom learning into relevant work experience by teaching a course on Facebook and developing social networking tools for the OPC.

Hagemann, a junior in the general management program, was one of nearly three dozen SBA students taking part in the CIBRE Summer Internship Program. The unique program grouped most of the students into teams of two to five to work on assigned projects based on their skills and areas of interest, and connected students with a partner organization.

"The internship provided me with much needed experience in both a professional setting and in management," says Hagemann. "My job was to run this class and market it to OPC members, as well as to create a Facebook group for them to connect and network with each other on. Through this, I gained many new skills, the most interesting of which being the ability to market and sell a fairly new product or service to an unlikely demographic."

Unlike a typical internship, the CIBRE Summer Internship Program is a collective learning experience, with students meeting regularly to share their knowledge, and learn from other students. Each student group was assigned a graduate student mentor, who met with the group on Saturdays, four times during the ten-week internship

program. If the interns weren't paid by their employer or sponsor, they were paid from a SBA CIBRE fund.

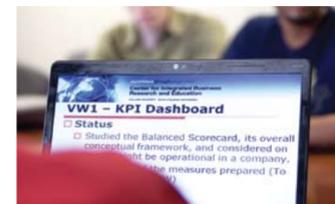
"We brought together several components to provide students a collective learning experience," says Mohan Tanniru, dean, OU's SBA. "Interns planned and implemented a project, worked together as a team, and shared knowledge in Saturday meetings."

In addition to the OPC, student interns worked at organizations such as Volkswagen, Ajax Paving and Ancor Information Management, tackling diverse projects including database design, market analysis, process improvement, general sales/marketing, accounting, information systems applications and Web-based research.

Ron Mayes, post-master's MIS certificate student, was a project coordinator and served as a student mentor. He saw firsthand the benefits of the collaborative internship, meeting with the students to discuss the goals of their experience and potential improvements to systems or processes.

"One of the interns needed to survey potential customers and another intern suggested surveymonkey.com, an online survey tool. This suggestion was appreciated by not only the intern, but by the entire group, who wasn't aware that this online resource was available," he says.

Tanniru is pleased with the overall program as well as the benefits the students gained through it.



Students exchange information about their summer internship projects.

"I consider the program a success if students can benefit from the internship experience and it adds value to their career profile and differentiates them," says Tanniru. "But, the immediate measure of success is that the students are learning and enjoying the experience and the companies are pleased with the work."

At the OPC, Rhonda Nelson, program and events department head, was delighted with Hagemann and the popularity of the sold-out Facebook course. "The term Facebook is referenced on the nightly news, and talked about by children, grandchildren and friends. The current social networking tools are intriguing to many of our OPC attendees," says Nelson. "It has been a pleasure to have Claire at OPC for the summer internship program. Her enthusiasm for this project won the respect of staff and seniors." ■



Professionals from various industries gathered on a Saturday in June to discuss health care career opportunities at one of this summer's CIBRE Conversations.

## CIBRE Conversations tackle hot topics

In the business-as-usual world, weekends were made for relaxing and spending time away from work. In this new economy, those with a desire to explore a new career or want a voice in the future of their industry spent their Saturdays this summer networking with others to make a difference.

Two afternoons a month, the Center for Integrated Business Research and Education (CIBRE) in the School of Business Administration at Oakland University hosted informal discussions, led by Dean Mohan Tanniru, called CIBRE Conversations.

"We live in a business world that is constantly changing and facing some tough economic hardships," says Tanniru. "If we are to be a successful institution that educates students who are entering this turbulent market and help the regional economy that has supported this institution, then we should be listening to the business people –

especially those who have been adversely impacted by the Michigan economy – and figuring out how best we can support them."

### EDUCATION IN HOT FIELDS

Lisa Ecklund (SHS '88) attended the health care session hoping to learn how to transition her occupational health and safety career into the health care environment. As an Operations Region Risk/Safety Manager, she works to identify and remove hazards in diverse workplace environments.

"I spent my entire career contributing to the well being of others, so employees are able to work productively and live injury free. My passion lies with a continuous push for improvement," Ecklund says. "I would love to put this ingrained passion to use inside an innovative health care environment."

This conversation centered on how someone could adapt their resume to make them desirable, become informed and confident about switching career paths, and know what resources are available to help make that transition.

The attendees plan to build on the connections made at the session. "We are hoping to design a task force team including professionals with different types of backgrounds to sponsor, align and drive OU to create certificate classes to help people who want to move into health care companies," Ecklund says.

Another session tackled an industry that some could argue was the backbone of the Michigan economy until

recently – tool and die shops. Topics included the influences prohibiting growth and job creation in the tool, die, mold, metal stamping and precision machining industry.

### GROWTH IN DECLINING INDUSTRIES

Bob Quinn, president, RCM Inc., has watched his tool and die business decline 70 percent in the last five years. He was struck by how many different perspectives his colleagues brought to the meeting. "Every person had a different take on what was going on, and they all had very valid issues. There are many things aligned against the industry that could use a fair look between education, government and the banks."

As a result of the meeting, a follow-up meeting is being planned between representatives of the tool and die industry and original equipment manufacturers (OEMs).

Tanniru appreciated the opportunity to learn where the tool and die industry is coming from – though he's focused on where they're going, not where they've been.

"Their passion for the industry they belong to and their desire to be competitive is extraordinary. In fact many of them are and want to be competitive," says Tanniru. "I often think that U.S. industry is too quick in sourcing their jobs overseas and not willing to work with the local industry folks at lower tiers to see how, through long term relationships, they can address the cost issues."

Additional CIBRE Conversations topics covered financial, energy and service sectors; business entrepreneurship; and automotive, aerospace, energy, chemical and other manufacturing sectors. Plans include continuing these informal CIBRE Conversations once a month on Saturdays from September 2009 through April 2010. See [sba.oakland.edu/cibre](http://sba.oakland.edu/cibre) for details. ■

SBA Dean Mohan Tanniru, Steven Winokur, M.D., Prakash Srivastava, Lisa Oldham, Lisa Ecklund and Pete McLaughlin at the CIBRE Conversation on health care careers.



Alexandria Kelly credits her OU SBA experiences for much of her success after graduation. Kelly now works as a human resources coordinator at the Detroit Zoo.

## HR program prepares students to manage valuable commodity

While human resources managers are sometimes associated with resume screening and endless administrative paperwork, these professionals contribute considerably more.

"Labor resources are very important, and you have to know how to manage them," says Lizabeth Barclay, management professor, OU's School of Business Administration (SBA). "Human resources is a field that has changed significantly over the last 30 years. We're not sitting around doing payroll. We engage with upper management and help with planning. We can really make a difference in an organization."

While the human resources field has been changing, the SBA's Human Resources Management program has evolved as well.

When Barclay started teaching at OU in the early 1980s, the SBA offered the program as a concentration. Shortly after Barclay's arrival the program became a major, and in 1988 she became the department chairperson. "At the time, we only had 11 students," says Barclay, who stayed in the chair position until 1993. "Now we're very steady with 40 to 50."

In March 2009 the department was certified for adherence to National Society of Human Resource Management (SHRM) curriculum guidelines. "We hadn't been seeking the certification," Barclay says. "We've been modifying our curriculum for the last 15 years. They looked at our program and found it fit."

In one of the program's more recent changes, the Labor Management course shifted from a requirement to an elective, and former elective Compensation and Benefits became a requirement. "Not everyone will work in a union environment anymore, but everyone will work in an environment where they get paid," Barclay says.

Another new development is a professional work experience requirement. Majors in the program must either pass the exam required for national Professional in Human Resources certification or complete 280 hours of HR work, Management Professor Karen Markel says.

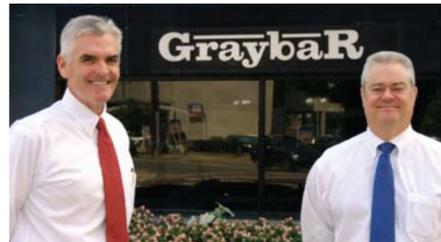
These professional experiences combined with a strong curriculum and a dedicated faculty give OU human resources students a solid foundation for success, Markel says. During their studies, students will cover at least 13 core HR topics, along with 11 elective HR topics.

"As a faculty, we work closely together to make sure we're covering all of the dimensions of human resources," she says.

Another key to the program is OU's award-winning student chapter of the SHRM. The chapter regularly hosts speakers from the professional world, says Barclay, who co-sponsors the organization with Markel. Students can meet members of the chapter's sponsoring organization – the Human Resource Association of Greater Detroit – to shadow professionals on the job and to participate in service projects.

Alexandria Kelly, who graduated from the SBA's Human Resources Management program in May 2008, says her role as the SHRM chapter president contributed significantly to her success. "I learned how important it is to network," says Kelly, who now works as a human resources coordinator for the Detroit Zoo. "It was a great program."

Kelly says she really benefited from the SBA's Human Resources Management program. "It's given me a great background. I can transfer my training to any position." ■



Graybar executives Tim Carpenter and Martin Beagen earned their MBAs at Oakland University.

The rise of Graybar Electric to its 2009 recognition as one of *Fortune* magazine's "World's Most Admired Companies" has roots at Oakland University's School of Business Administration.

Recognized by *Fortune* in several categories, the firm received top billing in Long-term Investment and Management Quality, and achieved a top 10 ranking in the categories of Use of Assets, People Management, Innovation, Financial Soundness and Product Quality.

That success can be traced to the company's management team where two of Graybar's top five finance and accounting executives earned their MBAs from OU. These alums consider their graduate educational experience at OU to be instrumental to their success.

Graybar's Martin Beagen, vice president and controller, and Tim Carpenter, assistant treasurer, agree their Oakland experiences were overwhelmingly positive.

"Obtaining an Oakland MBA had an almost immediate, positive impact on my career at Graybar. Seven months after graduating, I received a promotion to director of finance at our Chicago office," Beagen says. In 2005, he was appointed to his current position as vice president and controller after serving as assistant controller for five years.

Beagen earned his undergraduate BA degree in Economics at the University of Michigan in 1979. However, shortly after graduation he found he lacked the technical, micro-level business skills necessary to excel at the highest levels of corporate finance.

"My studies at Oakland filled two holes in my work and educational background. The first was the absence of a practical, as compared to a theoretical, business education," Beagen says. "My other deficiency was common among college students who graduated prior to 1980: I had virtually no experience with information technology. These two shortcomings were obliterated by the graduate business education I received at Oakland University."

The OU program was demanding and required discipline to complete, according to Beagen, who graduated in 1992.

"I always found the coursework at Oakland to be challenging, rigorous and current. Both my employer and I have derived significant benefits from my studies under Oakland's excellent educators," Beagen says.

Carpenter's experience was similar. After earning his undergraduate degree from the University of South Florida in 1987, he worked in a field position at Graybar. Within six months of graduating with his OU MBA in 1999, he was promoted.

"The OU program did a fantastic job of refreshing the basics and then taking things to the next level in regards to corporate finance," Carpenter says. "It's a great program."

Carpenter considers his courses in international finance and advanced corporate finance as the capstone classes in the entire experience, and the ones that helped to jettison him to the next level.

"The professors had a very knowledgeable combination of real world experience and thorough book learning," Carpenter says.

Working for an employee-owned company, both Carpenter and Beagen chose to distinguish themselves with an Oakland MBA that yielded near instant results. The degree was unusual to have at that time and was a major factor in their success, Carpenter says. ■