

## EFFECTIVE VENTURE CAPITAL MANAGEMENT

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*Venture capital is a major dealer in business. High dollars and high risk mean high returns – hopefully. Independent capital venture firms, corporate venture funds and entrepreneurs are continually looking not only for solid new innovations, but also for effective venture capital management to turn hopeful profits into probable financial and strategic gain. In particular, venture corporations must address a variety of management issues in regard to venture capital management, including balance between control and autonomy, dealing with clashing organizational structure and norms, maintaining reputation and stability while taking risks, and staying competitive with current products and innovations. By comparing the strengths and weaknesses of the venture corporation structure to the venture capital model, venture corporations are better able to structure venture divisions that: 1) allow for autonomy from the bureaucracy of the parent corporation, 2) utilize the core competencies of the parent company, and 3) , maintain a conceptual vision and evaluation for the purpose of the ventures. By effectively managing the process and structure of venture programs, dinosaur corporations remain innovative and competitive.*

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## “A CLASS DIVIDED – THEN AND NOW”: THE VIDEO REVISITED FROM AN OB TEACHING PERSPECTIVE

ALLAYNE PIZZOLATTO

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*Jane Elliott’s blue-eyed, brown-eyed exercise in discrimination has become a world-renowned diversity training technique. Although the exercise has been duplicated, it is not an activity many teachers would be comfortable facilitating, given the level of discomfort experienced by the participant. The documentary video, “A Class Divided: Then and Now” offers an alternative activity. Use of this video also allows the instructor to integrate numerous other organizational behavior (OB) topics that are typically introduced in an OB course. This paper explores the various ways in which this video may be used to enhance an OB or other behavioral science courses.*

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**THE IMPACT OF THE CLASSROOM ON STUDENT PERSISTENCE:  
INCREASING STUDENT SELF-EFFICACY**

**JOHN WILLIAMS  
V. JEAN RAMSEY  
CARLTON PERKINS**  
Texas Southern University

*The purpose of this article is to suggest ways in which choices of instructional strategies can impact the perceived self-efficacy and persistence of students. We argue that increasing students' perceived efficacy will have a positive effect on their academic performance, and subsequently on their decision to remain in school. A variety of classroom techniques are examined to ascertain their potential for leading to increased perceptions of self-efficacy: course structure, learning vs. performance goals, incremental sub-goals, feedback, success experiences, active involvement, and collaborative/cooperative learning.*

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**AACSB AND DISTANCE LEARNING:  
A FOCUS ON LEARNER-CENTERED EDUCATION**

**ANNETTE VINCENT  
DIANNE ROSS  
BRANDI HOLLIER**  
University of Louisiana at Lafayette

*Distance learning is becoming an increasingly important component of educational programs throughout the world. In light of this flourishing method of education, AACSB International-The Association to Advance Collegiate Schools of Business (formally AACSB—the American Assembly of Collegiate Schools of Business) has formed a Distance Learning Task Force. The Task Force promotes a shift in perspective from teaching-centered to learning-centered education. The current study provides information on learner-centered distance learning, knowing the learner, setting learning goals, developing assessment tools, and examples of learner-centered cases.*

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## **PREPARING THE BUSINESS CURRICULUM FOR THE CPA EXAMINATION**

**WILMA DYE  
BARBARA SCOFIELD  
SHIRLEY DAVENPORT**

**University of Texas of the Permian Basin**

*The content of the Uniform CPA Examination is changing to include more information about the broader business environment within which accounting operates. However AICPA surveys suggest that accounting educators are not very familiar with the changes. This paper describes both the process the AICPA used in establishing the new content specifications and provides guidance on how the changed content specifications match with representative business textbooks for courses in the business core and accounting segments of accounting programs. This description will help accounting educators examine and prepare their business curriculum for the new Uniform CPA Examination.*

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## **THE IMPACT OF COMPUTER RESOURCES ON BUSINESS STUDENT OVERALL SATISFACTION**

**STEVE WILLIAMS**  
Fort Hayes State University

**MARION SMITH**  
Texas Southern University

*A longitudinal study was undertaken to measure the effects of access to computer resources on overall business student satisfaction. Over a four-year period, computer availability increased, remote access to the existing computer network increased, and computer resource training increased with the introduction of three new computer labs within the business school. After controlling for the other possible causes of overall student satisfaction, results indicate that access to computer resources was a significant predictor of increased satisfaction with undergraduate students' business program.*

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## **USING MID-SEMESTER COURSE EVALUATIONS TO IMPROVE STUDENT INVOLVEMENT IN LEARNING**

**SUE NEELEY  
MARGARET SNOOKS  
KATHLEEN WILLIAMSON**  
University of Houston – Clear Lake

*Typical end-of-semester teaching evaluation results are often not useful to the instructor for actually improving teaching and learning in the classroom. This exploratory study, using a modified version of the Small Group Instructional Diagnosis (SGID) technique, demonstrates a method for gathering timely, specific qualitative information for improving teaching and learning. The process, which has been compared to group methods of data collection in market research, focuses on student perceptions of what is helping or hindering their learning. Students are also asked to make suggestions that would help their learning. Participation in the Modified SGID activity helps them focus their thinking and builds involvement in the learning process. And, because this method uses a student-centered frame of reference, it provides an application of the marketing concept with the classroom (Hill & Herche, 2001).*

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## **SEX DISCRIMINATION: DEAD OR ALIVE?**

**PAMELA STOKES**  
Texas A&M University – Corpus Christi

*A surprising number of individuals, particularly those of college age, believe that gender discrimination is no longer an issue in the modern business world. A recent project demonstrates that today's children and teenagers are indoctrinated into sexually stereotyped roles that are virtually unchanged from those of 40 years ago, when the Civil Rights Act was passed. This early gender programming culminates in broad-based sex discrimination within the workplace.*

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**TODAY'S MBA DEGREE: CHARACTERISTICS OF  
PROGRAMS AT AACSB-MEMBER SCHOOLS OF BUSINESS**

**NITHAM HINDI  
DONALD MILLER  
THOMAS SLOCOMBE  
Emporia State University**

*The purpose of this study was to provide an overview of characteristics of MBA programs at selected schools of business. The study investigated difference in MBA programs at various educational institutions based on a number of factors, such as highest degree awarded, type of business accreditation, size of MBA program (measured by number of full-time students), whether the MBA admission included prerequisites and minimum GMAT scores, and whether the schools offered assistantships. Consistent with prior research, respondents considered that graduates acquired the least skills related to issues involving diversity, technology, and leadership. Finally, there seemed to be some misunderstanding about the differences between cross-functional and integrative learning experiences.*

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*This paper explores the effect of a team-based jeopardy exam on improving classroom assessment, increasing student performances, and enhancing course satisfaction. Undergraduate students enrolled in a statistics course were given two exams during the semester; the first exam was a traditional exam and the second exam was a team-based jeopardy exam. Student exam scores, student surveys, and instructor perception were used to evaluate the impact of the jeopardy exam. The mean exam score for the team-based jeopardy exam was statistically higher than the mean exam score for the individual traditional exam. Correlation analyses of student answered questions suggested the teamwork approach to studying for the jeopardy exam contributed to student preparedness, while the active involvement required during the jeopardy exam enhanced understanding. The jeopardy team exam improved classroom assessment above that of the traditional exam by providing immediate feedback to both the instructor and students and by heightening student learning through active student involvement and teamwork. Overall, a team-based jeopardy exam creates a positive synergistic effect on classroom assessment, student performance and course satisfaction*

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## UBIQUITOUS CONSUMPTION AND THE ARCHITECTURE OF THE MARKETING CHANNEL

JOHN COX  
Ouachita Baptist University

*Ubiquitous consumption refers to the customers' ability to purchase and consume anytime and anyplace. Ubiquity represents a change in both customer buyer behavior and consumption behavior. Traditional marketing channels are not designed to function effectively in ubiquitous market space. A more customer driven architecture in the marketing channel is necessary in order to meet the marketing challenges present in ubiquitous market space.*

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## IDENTIFYING SALESPERSON SKILLS: THE INFLUENCE OF SITUATIONAL CHARACTERISTICS ON THE PERCEIVED LEVEL OF IMPORTANCE

CHARLES PETTIJOHN  
LINDA PETTIJOHN  
Southwest Missouri State University

*Sales managers, trainers, researchers and salespeople are often under the impression that all sales skills and related behaviors are equally important. To determine the sales skills which were the most important determinants of a salesperson's level of success, salespeople were asked to identify critical sales skills and behaviors. The results indicated that certain factors were identified as being the most relevant to sales success. Following the identification of critical sales skills, further analyses were conducted to determine whether the perceived importance of the various sales skills was affected by the salesperson's situation. The findings indicated that some situational difference existed in terms of their relationship to the importance of alternative skills behaviors.*

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## PROBLEM-BASED LEARNING: APPLICATION TO AN INTRODUCTORY TECHNICAL COURSE

DANIEL SANKOWSKY  
Suffolk University

Problem-based learning in its "purest" form presents groups of students with ill structured scenarios often requiring additional information in order to come up with some sort of solution, in the pursuit of developing problem solving skills. I have designed a modified PBL approach to an introductory management science course, with somewhat more structure, using the "development-based" paradigm of instructional delivery. This paradigm recognizes the role of restrictive and tacit assumptions in the undermining problem solving skill acquisition. I work with groups of students to surface and then liberate

them from these assumptions so that they are subsequently receptive to adopting behaviors consistent with skill development.

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## **A MODEL FOR ASSESSING STUDENT LEARNING IN A FINANCE PROGRAM**

**CLAUDE SUPERVILLE  
GEORGE YORKE  
Texas Southern University**

*Business schools are increasing being required to provide evidence of student learning by a number of stakeholders including AACSB, SACS and state legislatures. We have recently implemented an assessment plan for the finance major that provides a framework for evaluating the efficacy of student learning and for isolating areas of improvement in teaching while addressing the requirements of our key stakeholders. The assessment plan is hinged on linkages amongst our mission, vision, program objectives, course objectives, and course metrics.*