

From Case Studies to Project

Unlimited: 2006 Review

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Abstract

The use of case studies by MBA students started with Harvard University. Harvard Business Review is the gold standard that MBA schools used. For teaching and research in International Management, Thunderbird University is the known leader. Cranfield University in UK, in conjunction with Babson College, published much work on case studies. Using these publications and the internet search, add much to the learning of global business and leaderships. The final exams using true/false questions, multiple choices or short essays, no longer worked. One of the hottest jobs today is being a project manager. Using the concept in project management: team building, constant communication and leadership, students can do real-life case studies and to complete final projects individually or in a group. Final projects were used in lieu of the final exams in accounting, business and computer courses. The retention of Accounting, Business, and Computer students/clients was greatly improved. Students/clients gained in-depth communication, interpersonal and leadership skills. They did well in New York area firms. This paper summarized final projects for courses in year 2006. Project Unlimited is the new paradigm for learning.

Harvard University, Thunderbird University and Cranfield University UK have been publishing case studies for 20+ years. MBA graduates did well. Massachusetts Institute of Technology, Polytechnic Institute of New York and Stevens Institute of Technology offered the Executive Master Degree program in Technical Management 1990s. Project Management is one of the core courses. Since project management is cross-functional, the project skills learned can be applied to any industry. Companies started to hire project managers in construction, engineering, environment, finance, human resource, marketing, software or any large/small project. In 2006, project manager became one of the hottest job titles, with 5,500 daily openings listed on Dice.com! Hundreds of courses and seminars were offered at colleges/universities, corporations, and government facilities, to accommodate this surging need, see PMI (2004) and Hsu (2004).

Since 1996, internet e-commerce quickly became the new mechanism for doing business. Students were fully aware of these trends. They used their

cell phones, PDAs, sidekicks, and any other newest gadget that their parents gave them as birthday gifts. They loved to search on MySpace.com for teenager friends and played video game all day long. Yet, when it came to choosing a major in college/university, they did not wish to major in Accounting or Computer Sciences. Every year, 1.1 million students graduated from the 4,000+ US colleges/universities. 20% majored in Business, 0.5% (or 5500) did Accounting and 1% (or 11,000) majored in Computer Systems. Accounting and computer graduates received much higher salaries than other business majors in New York area.

(A) Dominican College*

In Fall Semester of 1988, Dominican College enrolled 1,400 students when this author joined the Division of Business Administration as an Associate Professor in Computer Information Systems. It offers many Bachelor of Science

programs including Accounting, Computer Information Systems (CIS) and Management Information Systems (MIS). As of the Fall Semester of 2006, the College enrolled 1,950 with 12 Accounting majors, 8 CIS majors and 40 MIS majors, higher than the national average. The College is located 14 miles northwest of New York City. Business is the largest division (30%) at Dominican (585 students). This author served as the Director of Business Administration Division, from 1990 to 1996. Starting in 1992, this author also taught courses in the International Management area, namely International Business, Global Marketing, International Finance, International Management and Manage Global E-Commerce, Hsu (2003), Hsu (2004), Hsu (2005) and Hsu (2006). There has been a steady increase for students to major in International Management since 2000.

1. BU325 International Business

This course is the first course in the international management curriculum. Concept of letter of credit, culture issues, and global environment were covered. 12 day students registered for the Spring 2006. In Fall 2006, six Accel students did the final projects, Table 1. Accel program is offered in the evening for working adults and seniors. The final project was a case study of a major international company, on its strategy, international focus, and competition. It required a seven-page paper and 10+ PowerPoint slides. The paper was counted 40% and the presentation was 60% of the final exam grade. During the oral presentation, asking intelligent question and answering correctly were graded.

2. CI 227S Applied Electronics

This course covered basic theory of electronics. Four "hands-on" exercises were done in class, including: 1. Parts identification, 2. Operational Amplifier, 3. Oscilloscope, and 4. Semiconductor devices. Students did these in groups. 10 Accel students enrolled in June 2006. Individual project was done. In Fall 2006, 24 students did 11 group final projects (2 or 3 in each group). The paper and PowerPoint slides were graded. Paper grade was the same for the two people working in the same group, but the grade for the oral presentation was different, Table 2.

3. CI 248 C++ Programming

Six people took this course in Accel program, Fall 2006. It met two hours per week for 16 weeks. Students did hands-on programming every class using MS Visual C++ 6.0 compiler and some used the MS Visual C++.NET compiler. Each of them did an individual project, see Table 1.

4. CI 252 System Analysis Design

This is the course that existed for the past 30 years. How do we make it more interesting? By using MS Visio and MS Project 2003, it was easy to construct flowcharts and Gantt charts. Project Management concepts were applied, PMI (2004). Six students took this Accel course, in June 2006 and did final projects, Table 1.

5. CI 368 Java Programming

This author taught Java and Advanced Java since 1999, Hsu (2003). Six people (some are the same as the ones taking C++ course) took this course in Accel, Fall 2006. Each did an individual project, see Table 1.

6. MG355 Internat'l Management

In Spring 2006, 20 Accel students enrolled. Global business leaders, ethics, managing culture, and global human resources, were covered in details, Hsu (2005) and Hsu (2006). They did 10 final group projects. 34 day students signed up for this course in Fall 2006. The day students always have the behavior problem. This announcement was made at the beginning of the final. During the final presentation, all cell phones, PDAs, and Ipods should be turned off. If anyone was using them, it would be confiscated. Yet three cell phones were taken. Then the presentation went well, Table 3.

7. MG 366 Global E-Commerce

20 enrolled in Accel, Spring 2006 and 22 day students enrolled in Fall 2006. Ebay and Amazon were the American success stories for E-Commerce. This course covered 7 countries taking the E-Commerce to the global level. In the continental Europe, 57 discount airlines were formed to benefit the European Union travelers. All of them started with a website, and tried to be the next RyanAir or EasyJet. Discount vs traditional airlines were final projects, Table 4.

(B) Avtech Institute Technology**

Avtech is an authorized training provider with the State of New Jersey. All types of career-related courses are offered including Accounting, Cisco, C#.Net, Java, Oracle, and Unix.

1. Financial Accounting

This course was taught three times at Avtech South Plainfield, NJ and Avtech Fairfield, NJ, with 17, 7, and 18 students in 2006. Porter and Norton (2004) were used as the textbook. 42 hours were spent on theory. Additional 30 hours were used to cover QuickBooks and PeachTree software. Due to the Sarbanes-Oxley Act, many accounting jobs were available since 2001. With few accounting graduates, major companies hired non-accounting majors who had some knowledge in accounting. QuickBooks and PeachTree software skills were highly desirable in their daily work. Using the PowerPoint slides that came with book, MS Excel, QuickBooks, PeachTree exercises, students were able to understand accounting much better. Microsoft Small Business Accounting software was added for the last group. Many of them never did accounting in their careers. Some of them dreaded accounting due to poor math skills. It turned out none of these issues hampered their success. Many of them got full-time or part-time jobs few weeks after they started this course. The individual accounting project was done, Table 5.

2. C#.NET projects

This course was given at Avtech Institute Technology, to 14 people in Spring 2006 and to 5 in Fall 2006, Hsu (2006). The North Jersey Section of the Institute of Electrical and Electronic Engineers (IEEE) was the sponsor of this course. IEEE members got a discount when they took this course. Avtech provided the computer hardware and software, making it a "hands-on" course which was crucial for learning. MS Visual Studio 2003 version was used with a Visual C#.NET compiler. Several students did the free downloads of the new version, MS Visual Studio 2005 Express Edition. Many final projects were directly related to their day jobs, Table 5.

(C) BlueData International**

1. Real Estate Salesperson License

This author taught courses in Java, Visual Basic at BlueData since 2002, Hsu (2002) and Hsu (2004). There was a need to teach Real Estate Salesperson license course, this author obliged after obtaining the Real Estate Teacher's license from the State of New York in 2005. It was taught three times with 26, 7 and 18 students. Real-life cases were given to make it more interesting. The 7-person class enrolled all Chinese students. English was used in teaching the concepts and then Chinese was used to answer questions. It was a lot of work but it was gratifying that many of them passed the New York State exam to become licensed Real Estate salespersons.

2. Extensible Markup Language

Two people took this course. They were mainframe COBOL programmers. Learning this course placed them right in the middle of Microsoft .NET and Java environment. Website design, pros/cons using Asp .NET, XML Spy were covered. Malone did XML Spy and Perdue did Cold Fusion XML as their final projects.

(D) New Jersey Bulk Mail Center**

1. Project Management

IEEE North Jersey Section sponsored the Project Management course at NJBMC, Jersey City, NJ. The course was offered four times to 41 people since Fall 2004, Hsu (2006). 17 projects were done, Table 6.

2. Marketing Research

Marketing Research was offered at NJBMC in Spring 2005 to 6 people, Hsu (2006).

CONCLUSION

Accounting, International Business, Electronics, Global E-Commerce, Programming and related courses were developed and taught at 4 organizations to 300+ people by this author in 2006. Hands-on approach, in-class and/or homework assignments, Harvard case studies,

internet search, final projects using oral presentation by a team or by an individual, will have the best chance of success. Companies sent many employees for training, Table 7. Project Unlimited is the new paradigm for learning.

* Full time position

** Part time consultant

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Table 1 Dominican College courses

	<u>BU325</u>	<u>Int Business</u>
<u>#</u>	<u>Names</u>	<u>Project</u>
1	Amoruso	EADS
2	Escelera	Carrefour
3	Grosso	Volkswagen
4	Tom	British Petrolm
5	Vidal-Gervil	Union Bk Switz
6	Younghans	SAB Miller

	<u>CI 248</u>	<u>C++ Program</u>
<u>#</u>	<u>Names</u>	<u>Project</u>
1	Armiento	Array Sorting
2	J Louis	Time Pointer
3	Grura	Date Class
4	Laboy	Complex Class
5	Mondesir	Deck of Cards
6	Vogel	Phone Number

	<u>CI 252</u>	<u>System Analy</u>
<u>#</u>	<u>Names</u>	<u>Project</u>
1	Clifford	Maximo dat base
2	Gatto	BlackBerry Sevr
3	Paniague	Oracle 10g
4	Prusinowski	Sybase server
5	Thomas	SAP database
6	Vogel	Lotus Notes

	<u>CI 368</u>	<u>Java Prog</u>
<u>#</u>	<u>Names</u>	<u>Project</u>
1	Armiento	Checkers
2	Clifford	Pete Applet
3	Fitzpatrick	Pop Calculator
4	Gatto	Color Chooser
5	Laboy	Fill Test
6	Vogel	Chart

Table 2 Dominican College courses

	CI 227S-L	Ap Electronics
#	Names	Project
1	DiRenzo	Olympus Camera
2	Feniger	Sirius Sat Radio
3	Gelfand	Motorola Q
4	Jean Louis	Direct TV
5	Onderdonk	BlackBerry
6	Pepe	Tivo System
7	Prusinowski	Biometric System
8	Spar	Night Vision
9	Thomas	Bluetooth Tech
10	Wang	Apple Ipod

	CI 227S-D	Ap Electrcs
#	Names	Project
1	Alassan Beswick	Sonos Dig Music
2	Elegar Joseph	BlackBerry
3	Matos Tom	Samsung Cell
4	Maisonette Vella	LG cell
5	Hassan Mohammed	Palm Treo
6	Almonte Terpstra Tracy	Sony Vaio UX 90P
7	Clancy Tse	Motorola Cell
8	LaRose Michaux	Sony PS 3
9	Perez Tavarez	Nokia Cell
10	Prcic Rezvanian	Apple Ipod
11	Nash Smith	Skype Video

* *Left column is the Accel class
right column is the day class*

Table 3 Dominican College courses

	MG 355-L	Int Managent
#	<u>Names</u>	<u>Project</u>
1	Alkhawam Jean Louis	Fedex vs UPS
2	Amoroso Mullane	Starbucks Intl
3	Bartley- Brown Woodward	Pepsi India
4	Gannon Shaw	Dell Brazil
5	Herrera Hilario	DaimlerChrysler
6	Feniger Winkler	UPS
7	McDonagh Thomas	Telesys Intl
8	Onderdonk Schutte	Reebok Intl
9	Tolentino Washington	GM AutoVAZ
10	Varghese	Footwear Intl

	MG 355-D	Int Managt
#	<u>Names</u>	<u>Project</u>
1	Alassan Beswick Tom	Carlos Ghosn Nissan Renault
2	Elegar Michaux Nash	Lakshmi Mittal Mittal Steel
3	Kennedy Mutunga Perez	Rupert Murdoch News Corporation
4	Escalera Kavanagh Mondesir	Bernard Arnault LVMH
5	Barahona Miranda Pozo	Carlos Slim Helu Telmex
6	Fani Hassan Mohammed	Alwaleed Kingdom Property
7	Bark Cochrane Orga	Marjorie Scordino Pearson Pubctn
8	Brown Marsico Rothenhausen	Indra Nooyi Pepsi Co
9	Darius Mosquea Rodriguez	Andrea Jung Avon Products
10	Cricco DeCarlo Sohm	Ingvar Kamprad Ikea Corporation
11	Assante Clancy Kaminski Spar	Roman Abramovich Sibneft Oil

* *Left column is the Accel class
right column is the day class*

Table 4 Dominican College courses

	MG 366-L	Global E-Com
#	<u>Names</u>	<u>Project</u>
1	Alkhawam Damiani	Sterling Air vs KLM
2	Amoroso DiRenzo	Alitalia vs MyAir
3	Bannan Gannon	AerLingus vs Ryanair
4	Casscles Thomas	British Airway vs EasyJet
5	Conte Laboy	Central Wings vs Lot
6	DiFulvio Feniger	Air France vs Lufthansa
7	Herrera Hilario	Air Madrid vs Iberia Air
8	Onderdonk Schutte	Lufthansa vs Air Berlin
9	Sutter Ty	Finn Air vs Blue 1
10	St. Louis	Hungarian Air vs SkyEurope

	MG 366-D	Global E-Comm
#	<u>Names</u>	<u>Project</u>
1	Alassan Beswick	Finn Air vs Blue 1
2	Boone Nash	Air Berlin vs Condor
3	Burgess Tracy	AerLingus vs Ryanair
4	Cabrera Parisi	Air Madrid vs Iberia Air
5	Mohammed Romulus	Central Wing vs Lufthansa
6	Fani Hassan	Air France vs FlyDBA
7	Matos Rodgers	Air Finland vs SAS
8	Assante Hodge	British Air vs EasyJet
9	Julien Soriano	Sterling Air vs KLM
10	Infante Mosquea	Hungarian Air vs SkyEurope
11	Cestaro Sohm	Alitalia vs MyAir

* *Left column is the Accel class
right column is the day class*

Table 5 Avtech Institute Technology courses

	<u>Avtech</u>	<u>Fin Accounting</u>
<u>#</u>	<u>Names</u>	<u>Project</u>
1	Ayala Danza	QuickBook Bank Rec
2	Hegy McPherson	Quicken Basic
3	Narvaneni Rothstein	Advanced Excel PMT
4	Buendia Garofalo	PeachTree Form Rept
5	Patel	Pay Zero Tax
6	Rashed Huang	PeachTree Inventory
7	Summers	Turbo Tax
8	Yu	Quicken Basic
9	Lambo	Quick Books Fin Report
10	Miterina	Quick Books Credits
11	Wang	PeachTree Inventory

	<u>Avtech</u>	<u>C# .NET Prog</u>
<u>#</u>	<u>Names</u>	<u>Project</u>
1	Cies	Sudoku
2	DeMarco	Infrared Imaging
3	Jakal Rinaldi	Dice Rolling
4	Karr	ADO .NET
5	Kemp	Access Database
6	Qin	Optical Scanner
7	Sexton	VStudio 2005 features
8	Siciliano	Power Computation
9	Somasundaram	C# in Web Services
10	Kirkland	GUI Website
11	Pinto	Regular Expressions
12	Tempio	Leap Year
13	Zieminski	C++ vs C# features

Table 6 NJBMC courses

	NJBMC	Project Managt
#	Names	Project
1	Clemente	Software Development
2	Graves	Heating System
3	Pfeiffer	Power Ind Vehicles
4	Subramanian	Security Lending
5	Balossa	Reusable Objects
6	Chan	Forex Trading
7	Cheruvalli	High Avail Cluster
8	Clark	Sorter Overhaul
9	Johns	Benefits Enrollment
10	Koyanagi	Fire Fighting Vehicle
11	Nelson	Intl Securities Lending
12	Roy	Trolltech System
13	Seay	Clarke Sweeper
14	Todoroki	Motorcycle Restoration

Table 7 Companies that sent employees (partial list)

Access Title Agency, Active International, Add System, Aetna Insurance, Akadema Professional, Alloy Marketing, Asco Power Tech, Automatic Data Processing, Avaya Corp, Bank of New York, Benjamin Moore Co, Bergen Industrial Supply, Bloomingdales, Citigroup, Construction Industry Council, Costco Wholesale, Czur Entertainment, DaimlerChrysler, Datascope, Deutsche Bank, Electrophysics Corp, Goldman Sachs Co, Good Samaritan Hospital, Guardian Life, Harverstraw Marine, Hertz Corp, Honeywell, IBM, ICIC Bank India, IMAX Theatre, JCCY of Rockland, Jefferies Co, Johnson & Johnson, JPMorganChase, Keane Co, Kessler Institute Rehab, Keyspan Energy, KPMG Inc, Lehman Brothers, Lucent Technology, Merck Inc, Merrill Lynch, MetLife Insurance, Morgan Stanley, New York-Presbyterian Hospital, NJ Transit, North Fork Bank, Nu Sound Telecom, Oppenheimer Co, Orange Rockland Utilities, Panasonic Computer Solutions, Par Pharmaceutical, Pentax Medical, Peoples Publishing, Pollak Import Export, PricewaterhouseCoopers Inc, Provident Bank, Prudential Securities, Remax Real Estate, Riverhead Animal Hospital, Salomon Smith Barney, Salton Inc, Staples Inc, SyncSort Inc, Synergy Microwave, Tilcon New York, Technical Traffic Consultants, Unilever Inc, Union State Bank, United Parcel Service, US Postal Service, Verizon Wireless, Wallenius Wilhelmsen Logistics America, White Rose Construction, WMC Mortgage Co, Wyeth Pharmaceutical and Yamada International.