

# Karen Dill Bowerman

## Professor of Management

When Karen Dill Bowerman isn't teaching undergraduate and graduate management courses, she is conducting management development workshops in the community. Her enthusiasm is contagious.

"I really enjoy working in business," says Bowerman. "For the past 12 years I've done everything from managing an investment company to directing a state agency for Governor Dolph Briscoe in Texas. But, that type of background is typical of our business faculty. What you'll find in the classroom is not just theory, but lots of practical application."

When the Governor lost his bid for re-election, Bowerman and her husband, Earl Bowerman, decided to look for a place that emphasized both business and agriculture, which was his field of study. Fresno afforded tremendous opportunities in both areas.

"At that point I started thinking about coming into the university to teach," says Bowerman. "The opportunity was there and once the decision was made, I never regretted it."

Bowerman's vivacity is demonstrated best when she talks about her students.

"I care about their success," she says, "and I know that we're teaching them skills that are vital for building a rewarding career."

In addition to her teaching, Bowerman served as Chairman for the CSU, Fresno Academic Senate during 1982-83 and has been involved with several committees on campus, including the Core Faculty Affirmative Action Committee, the Women's Studies Board, and the Women's Caucus. She is also the author of the book, *Family Violence: Children Within The Cycle*. She maintains a vigorous interest in Japan's corporations and their management techniques and recently realized her long time goal to visit several companies in Japan.

**Q:** When did you first become interested in Japanese management procedures?

**A:** About 10 years ago I began reading about American consultants who were experiencing great success with Japanese companies. Since I specialized in organizational behavior, I continued to study Japanese management techniques, hoping that someday I would be able to visit Japan and make some first-hand observations.

Then two years ago I had the opportunity through the West Fresno Rotary Club to live in Uji, Japan for two months and take extensive tours of their companies. I met with the CEO's (Chief Executive Officers) and we discussed their motivational and organizational principles. Inevitably, they would ask me for my recommendations, as an American management person, on how they could improve. They still have so much respect for American management.

**Q:** What do the Japanese respect about us?

**A:** They know that after the Second World War it was largely American principles instilled in their management.

