Looking At the bigger Picture

As a Project Manager for a large construction company, HMH Builders, Inc., Heman Chand was accustomed to building things on a grand scale, such as a new $92 million Kaiser Permanente Hospital expansion in south Sacramento. He was a team player, one of 25 who managed the day to day construction of the facility. He focused on fixing today’s problems, perhaps with an eye on the challenges or obstacles that might pop up tomorrow or next week.

Since graduating from the EMBA program in 2008, Chand has set his sights on grander scales and plans further into the future in his business dealings. “The program opened my eyes to look at each project, client or co-worker from the 10,000 foot level and instilled the ‘big picture concept’ in my head,” he said. “Before the program, I lived in the moment,” Chand added. “After the program, my focus was on longevity of lasting relationships with clients, contractors and our internal team.”

Since the hospital construction, Chand has moved on to a project with a grander scale. As a project manager with HMH Builders, Inc., he is working on the Railyards development, the nation’s largest urban infill project that has the potential to significantly change Sacramento’s downtown skyline and its future. It’s a challenge that Chand believes requires a long term view. “Sacramento is going to have construction on this site for the next 15 years to create a new downtown,” Chand noted. “It’s very historical.”

Nurturing relationships that have lasting value is just as important as pouring concrete, Chand emphasizes, starting with his EMBA classmates. “We had bankers and non-profit executives,” Chand recalled. “The expertise was widespread.” During the program, “we became a sounding board for each other,” he added. “We learned from the experiences of others in the class and that continues now.” Three years removed from the classroom, Chand said it’s “not uncommon for me to get a phone call from a classmate sharing their new business venture and asking me for input.”

Chand’s interactions with vendors, contractors and co-workers has changed, recognizing that long term success is sometimes more important than winning the daily challenge. “No matter what the project is, there will be disagreements,” says Chand. “Sometimes, you walk away when you don’t want to in order to keep the relationship,” he concedes. “It has me thinking more like an owner of the company instead of as an employee.”

Today’s Boom and Bust

A Real Life Lesson for New Faculty Member

The newest faculty member in the Sacramento State College of Business Administration can teach “boom and bust” economics from a unique perspective. For Dr. David Moore, the lessons are personal, not theoretical, based on his ride over the peaks and through the valleys of the dot.com roller coaster ride. “I rode the wave up and I rode the wave down,” he readily admits.

After working several years at Motorola, Moore focused his efforts on smaller, start-up high tech companies in Silicon Valley as a field and product marketing engineer. In 2000, Moore seemed ready to harvest the riches that the financially fertile valley can bestow on the lucky few when AANetcom was acquired for $890 million. For Moore, however, that promise turned into a fallow field when