

**Beyond the Textbook: The Use an Executive Lecture
Series Course to Connect Theory and Practice and
Promote Critical Thinking at the Graduate Level**

Presentation for the IACBE Annual Conference

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April 13, 2007

Background Information

- 1. MS in Management – 33 credit hour program – fall 1995**
- 2. MS in Management - part-time program - adult learner – work experience preferred – appropriate academic background**
- 3. Mgt 610 – Seminar in Management: Executive Lecture Series**
- 4. Mgt 610 – elective course - MS in Management degree**

Why Offer an Executive Lecture Series Course?

“Management is a discipline open to all who are willing to work at it.

Some of the most prominent and effective managers in the world

are self-taught. In fact, much of the codified discipline comes from

what works and what doesn’t.”

What Management is:

How it Works and Why it’s Everyone’s Business

by Joan Magretta, Ph.D.

Why Offer an Executive Lecture Series Course?

“Today it is possible to find tenured professors of management who have never set foot inside a real business, except as customers.”

**How Business Schools Lost Their Way
Harvard Business Review – May 2005**

by Warren Bennis and James O’Toole.

Benefits - School

- **Business community awareness of your programs**
- **Potential employers meet your students**
- **Identify and court potential benefactors**
- **Identify potential instructors**

Benefits - Students

- **Network with several executives**
- **Learn how different organizations solve problems**
- **A look to the future - Identification of challenges and opportunities**
- **Connect theory and practice**
- **Study the career paths of “successful” executives**

Benefits - Instructor

- **Connect with the business community**
- **Outcomes assessment – critical thinking and analysis**
- **Program assessment – program relevance**
- **New knowledge and ideas**
- **You get to be a student again**

Course Objectives

- 1. Analyze several different industries and organizations and gain an understanding of the factors that will shape their futures**
- 2. Identify the skills, knowledge and outlook needed to successfully guide organizations in the 21st century.**
- 3. Identify similarities and differences that exist in the management and leadership styles of successful executives.**
- 4. Identify the knowledge, skills, attitude and outlook needed to reach the executive level, enhance your career and effectiveness as a leader and manager.**

Course Format

- **Summer session course – July/August**
 - 12 class meetings (6:00 p.m. – 9:30 p.m.)
 - Class 1 – course intro and student prep
 - Class 2 through 11 – speakers (10 speakers)
 - Class 12 – course wrap up and evaluation
- **Two nights per week – six weeks**
- **Speakers represent a variety of industries and organizations**
- **Speakers present views on variety of topics**
- **Not a debate – a presentation of ideas**

Class Session Organization

- **5 Minutes – Speaker Introduction**
- **60 to 75 Minutes – Speaker Presentation**
- **15 Minutes - Break**
- **30 to 45 Minutes – Speaker Presentation and Q&A**
(Speaker leaves after Q&A)
- **30 minutes Minutes – Small Group Discussions**
- **30 to 40 Minutes – Group Reporting and Class Discussion**

Student Prerequisites

- **Completion - 18 credit hours (33 credit hour program)**
- **Significant work experience (2 to 5 years)**
- **Commitment to attend all classes**
- **Agree to active participation (ask a lot of questions)**

Instructor's Role

- **Find Speakers**
- **Specify the context**
- **Timekeeper**
- **Speaker introduction**
- **Not a participant**
- **Enjoy the class**
- **End the Q&A**
- **Thank speaker - present gift**
- **Facilitate student discussion**
- **Grade the final papers**
- **Determine student P&A grade**
- **Prepare and Debrief Students**
- **Determine Final Course Grade**

Preparing the Speaker

- **A speaker guideline essential (handout)**
- **Explain the format of the class**
- **Explain the program and student profile**
- **All questions come from the students**
- **Clarify time commitment expectation**
- **Send confirmation letter (asap)**
- **Reminder phone call - two days prior**

Speaker Guide

- **The Industry**
- **The Organization**
- **Your Personal Background**
- **Your Career Path**
- **Leadership Style**
- **Management Style**
- **Career Advice**
- **Misc. (i.e.- recommended reading)**

- W - June 28 Course Introduction
-
- W - July 5 Raymond Mathes, Vice President – Human Resources
Garlock Sealing Technologies
-
- M - July 10 James Prinzi, Vice President – Marketing
Monro Muffler, Brake and Service
-
- W - July 12 Fernan Cepero, Vice President – Human Resources
YMCA
-
- M - July 17 Sergio Esteban, President and CEO
LaBella Associates
-
- W - July 19 Phil Pecora, President and CEO
Genesee Regional Bank
-
- M - July 24 Dianne Newhouse, President and CEO
Volunteers of America – Western New York
-
- W - July 26 David Mammano, CEO and Founder
Next Step Publishing, inc.
-
- M - July 31 John Praismondi, Vice President – Engineering
AJ Hughes Screw Products
-
- T - Aug 1 Katherine Rogala, Vice President – Internal Audit, Via Health
-
- W - Aug 2 Ellen Rosen, Vice President – Marketing and Communications
Rochester Business Alliance
-
- M - Aug 7 Wrap-up – Final Paper Due: Aug 10th
-
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Student Etiquette Guidelines

- **No cell phones**
- **Dress - business casual**
- **Arrive early - greet the speaker**
- **Do not debate – pick the speaker’s brain**
- **Sit in the front row – wear name tag**
- **Show respect for other students and their questions**

The Q&A Session

- **Not a debate**
- **Ask clarification questions**
- **What issues from the speaker guide were not addressed?**
- **Okay to ask questions of personal interest (after the important stuff)**

Post Q&A - Student Discussion

- **Break up into groups of three to five students**
- **Discuss the following questions:**
 - **What were the three most important points made by the speaker?**
 - **What was disturbing, unsettling or in conflict with your beliefs?**
 - **Were there any questions/points that the speaker didn't address?**
- **Approximately 30 minutes of group discussion**
- **Groups reports their conclusions – class reacts**
- **Instructor brings the session to closure – Did we accomplish our goals? Refer to speaker guide**

The Final Paper – 50%

Structure and Topics (handout):

- **Maximum length - 15 pages – double spaced**
- **Provide at least 5 days for reflection and writing**
- **Provide very specific instructions**
- **Important to emphasize – it is about their opinions and conclusions**

Student P&A Grade – 50%

Mgt 610 Summer 2006

Name	5-Jul	10-Jul	12-Jul	17-Jul	19-Jul	24-Jul	26-Jul	1-Aug	2-Aug	Total	avg	
student 1	12	5	3	4	5	3	2	7	3	44	4.89	A
student 2	4	4	3	6	4	4	3	2	4	34	3.78	
student 3	6	4	5	7	3	0 absent	3	1	3	32	4.00	
student 4	0 absent	2	2	3	2	1	5	6	2	23	2.88	
student 5	4	3	3	3	2	2	2	2	2	23	2.56	
student 6	3	0	3	2	3	3	4	2	3	23	2.56	
student 7	3	3	3	1	2	3	1	1	6	23	2.56	
student 8	3	4	2	3	3	3	2	0 absent	0 absent	20	2.86	A-
student 9	1	0	2	2	3	0	3	0	4	15	1.67	B+
student 10	3	1	1	1	2	1	2	2	2	15	1.67	
student 11	2	1	2	0	2	1	1	0 absent	1	10	1.25	B
student 12	3	0	1	0	2	2	0	1	1	10	1.11	
student 13	3	0 absent	0 absent	1	0	2	0 absent	1	0	7	1.17	B-
student 14	1	0	2	0	0	2	0 absent	1	0	6	0.75	
Total	48	27	32	33	33	27	28	26	31	285		

Student Feedback

- **Positive feedback**
- **Should be a required course**
- **Instructor should offer more perspective**
- **More women and minority speakers**

Typical Feedback

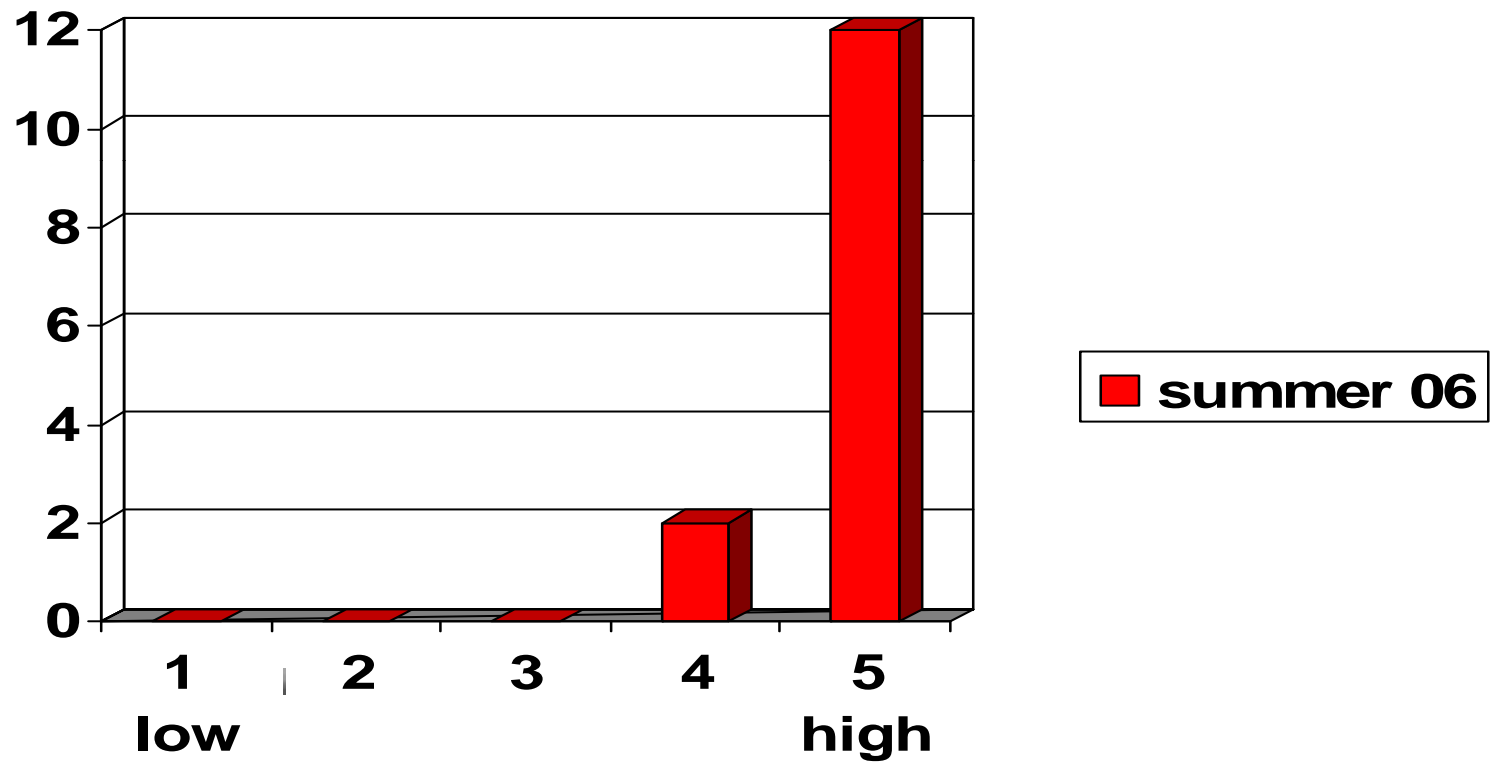
“I have been at Nazareth College for a long time, and this is the best course I have ever taken. It shows how all of our learning transfers to the real live workplace. It is interesting to see all the different types of people that have succeeded in management.”

“I am so glad that I took this course. This course has definitely changed me. It has changed how I look at my career, and how I look at myself in my work environment. I am definitely better off for having taken this course.”

Constructive Feedback

“I wouldn't say "significant" learning took place for me. I was able to see what I would and wouldn't take from each speaker and learned some about what they do. I think that I definitely learned to some degree what makes a good leader, but didn't come to any profound realizations or conclusions.”

Rate the Overall Value of the Course



Conclusions, Observations and Lessons Learned (1)

- **Students will meet your expectations if.....**
- **Always have a back up plan – speaker may not show up**
- **Never use the same speaker twice – forces you to make new friends**

Conclusions, Observations and Lessons Learned (2)

- **Students love to interact with the executives and will make recommendations for future speakers**
- **Be willing to let the students change the format of the discussion**
- **Be prepared to provide the speaker with honest feedback**

Conclusions, Observations and Lessons Learned (3)

- **Some of the executives will be “jerks”. Let the students figure it out.**
- **Many execs will be unable to distinguish between leadership and management**
- **Some will downplay the value of formal business and management education**

Conclusions, Observations and Lessons Learned (4)

- **Very common not to have recommend reading**
- **Some executives will express “regrets” about the cost of their success**
- **Some reach the executive level by accident rather than by design**

Conclusions, Observations and Lessons Learned (5)

Some executives will:

- **Contradict what has been taught in your program**
- **Reinforce what has been taught**
- **Offer new perspectives**

Thank You!