

# Newsletter



Volume 6, Number 2 July2011

## Summer Issue

Published multiple times a year by MED

### In this issue

<a href="#">2011 MED Division Chair Report</a> .....	1
<a href="#">2011 Student-at-Large Representative - Nominate</a> ....	3
<a href="#">2011 MED Awards</a> .....	4
<a href="#">2011 Program Chair Report</a> .....	6
<a href="#">2011 Program Evaluation</a> .....	7
<a href="#">2011 PDW Chair Report</a> .....	8
<a href="#">Member Contribution-Learning</a> .....	11



### 2011 MED Division Chair

**Kenneth R.  
Thompson**

[kthompso@depaul.edu](mailto:kthompso@depaul.edu)

### Hi fellow MED members,

A year goes quickly. It has been an interesting challenge. This was the year for the division's five year review. The executive board was generous with their time and ideas as the five year review was developed. It was submitted to the Academy Board at the end of April and at the end of June we received notice that we were renewed for an additional 5 years. I will send you all that information in a separate blast very soon, perhaps before you received this newsletter.

The five year review and feedback that we received from the national office raised some important issues that we need to tackle as a division. I hope you might review the documents and participate in the business meeting where we discuss how we might proceed.

In September, we developed a Mission, vision, values statement as well as a revised domain statement. Those statements went to the Academy offices in March and we await feedback on that submission.

Toni and Jacob have developed an interesting and solid program for us for this year. See their columns for details. I just wish we had more space on the program; it pains me to see some very good PDWs and competitive papers not get on the program because of artificial constraints.

### MED Division Officers:

Division Chair: Kenneth R. Thompson, DePaul University <a href="mailto:kthompso@depaul.edu">kthompso@depaul.edu</a>
Chair-Elect: Jon Billsberry, The Open University <a href="mailto:j.billsberry@open.ac.uk">j.billsberry@open.ac.uk</a>
Program Chair: Toni Ungaretti, John Hopkins University <a href="mailto:toni@jhu.edu">toni@jhu.edu</a>
Program Chair-Elect, PDW Chair: Jacob Eisenberg, University College Dublin <a href="mailto:jacob.eisenberg@ucd.ie">jacob.eisenberg@ucd.ie</a>
Past Division Chair: Katherine Karl, Marshall University <a href="mailto:karlk@marshall.edu">karlk@marshall.edu</a>
Representative-at-Large: Christina Cataldo, The George Washington University <a href="mailto:ccataldo@gwmail.gwu.edu">ccataldo@gwmail.gwu.edu</a>
At-Large Nominating Committee Member: Christina Quinn Trank, Texas Tech University
Listserve: Charles Wankel, St. John's University <a href="mailto:cwankelc@stjohns.edu">cwankelc@stjohns.edu</a>
Newsletter: Darlene Alexander-Houle, HP, University of Phoenix <a href="mailto:dahoule@sbcglobal.net">dahoule@sbcglobal.net</a>
Membership Coordinator-Elect: Valerie I. Sessa
Program Evaluation Coordinator: Bill Lee <a href="mailto:w.j.lee@sheffield.ac.uk">w.j.lee@sheffield.ac.uk</a>
Research Chair: Peter McNamara, University College Dublin <a href="mailto:peter.mcnamara@ucd.ie">peter.mcnamara@ucd.ie</a>
Research Coordinator-Elect: Christina G. Cataldo, The George Washington University
Secretary: Joann Krauss Williams, Judson College
Treasurer: V Seshan, Pepperdine University <a href="mailto:vseshan@pepperdine.edu">vseshan@pepperdine.edu</a>
Membership Chair Elect: Richard Boyatzis, Case Western Reserve University <a href="mailto:richard.boyatzis@case.edu">richard.boyatzis@case.edu</a>
Practitioner Liaison: Amanda Martin, Leading Innovation <a href="mailto:amanda_innovation@hotmail.com">amanda_innovation@hotmail.com</a>
Practitioner Liaison-Elect: Rick Colbourne, Simon Fraser University

Please get involved with the division. We need your expertise to further the important mission that we have and our desire to make a difference within the academy, within the profession, and within society. We need your help to make that happen. See you in August

– Ken (2010-2011 Division Chair)

**MED/NDSC Joint Reception,  
co-sponsored by OBTS Teaching  
Society**

**Social Event (MED) Saturday, Aug 13  
2011 6:00PM - 9:00PM Marriott  
Riverwalk, Salon D**

## **MED Draft**

### **Mission, Vision, and Values**

#### **Mission**

The Management Education Division (MED) helps people develop as professionals, managers, and leaders. We are committed to learning and development that is durable (i.e., sustained) and helps organizations serve society and their multiple stakeholders. We promote the development of the knowledge, abilities, competencies and perspectives that produce effective, resilient, healthy, and socially responsible organizations. We encourage research and practice in the education and development of professionals, managers, and leaders that expands human capability in pursuit of noble goals.

#### **Vision**

- Develop and communicate high quality research, practice and teaching of management development;
- Provide a supportive and dynamic community for members from all institutional settings, societies and cultures to share and learn from each other;

- Build cooperative relationships and networks with other associations and institutions committed to advancing the scholarship and practice of management development; and
- Expand the methods that promote sustained/durable development for educational and organizational settings.

#### **Values**

- Advocate and cultivate ethical and responsible behavior throughout all activities related to research, teaching and practice;
- Encourage and respect multiple perspectives from members throughout the world in the development and practice of management development;
- Promoting an informed community of caring scholars and practitioners

#### **Domain Statement**

The Management Education and Development Division support theory development and research in management education (academic) and leadership/management development (non-credit instruction). We also support the practice of management education and development by fostering the skill development of our membership through providing workshops in improving effective teaching, learning, and participation and engagement strategies. Major areas of focus include: theoretical advances or empirical evidence about effective and innovative instructional methods or technology; applications of learning theories; and evaluation of studies of the effectiveness of management education and development techniques. **Research and benchmark practices in coaching, outcome assessment, learning styles, on-line learning across cultures and environments are of interest as the division serves its membership, the Academy as a whole and the society at large.” (September 9, 2010).**

#### **Practice Theme Committee (PTC)**

**2011 PTC Professional Development Workshops,  
August 12-16, San Antonio, Texas, USA**



## Program Chair-Elect

### Jacob Eisenberg

**Deadline for sending nomination materials: July 27.**

Dear Colleagues,

I am asking for your help in identifying suitable candidates for the inaugural Division Student-at-Large Representative role for MED. For the first time we are going to have a student representative as part of MED's executive team. This reflects the Division's Strategic Priority of attracting more doctoral students to our division and further engaging those students who are members already. As we are anxious to select a student representative before the Academy meeting commences and due to the severe time constraints, we will have a very fast procedure and tight schedule this year. Please note, it is expected that certain formal aspects of the position will need ratification through an official process, which we plan to engage in during the coming year. Therefore, the elected student representative may act for a while as a de-facto representative, pending the completion of a formal process of updating regulations etc.

#### Brief description of role and responsibilities:

The Student Representative is viewed as an important executive role. The MED student representative's primary role is to bring the perspectives, needs and wishes of management doctoral students who are interested in MED Division mission and issues to the attention of the Division and, specifically, to the MED Executive group. The student rep is expected to:

- Maintain communication with the Division's student members through regular e-mails to student members.
- Solicit doctoral students' views on MED-related issues and promote MED division's interests in general and, specifically, among doctoral students via surveys and other means.

- Prepare a brief annual 'News and views for doctoral students' column for the MED newsletter.
- Represent the views of doctoral students at Executive and Business meetings.
- Assist and liaise with the NDSC (New Doctoral Student Consortium) before and during the annual Academy Meeting.
- Assume any other responsibilities requested by the Division Chair and/or Executive Committee.

We envision the student rep will be the main bridge between the majority of MED members who are faculty members and the existing and potential student members of the MED division.

**Term:** The initial service term is one year, beginning at the Annual Meeting, with a possible extension of the term for a second year.

**Eligibility:** Any student who is a current member of the MED Division and will be a student enrolled in doctoral studies as of August 2011 is eligible to be nominated for the role. Self nominations are accepted and encouraged. In addition, my preference would be for a candidate who:

- Does not expect to graduate before January 2012;
- Is able and planning to attend the Academy annual meeting next month in San Antonio, Texas.

#### Application Procedure:

Self- or other nominations should consist of:

- Brief cover letter or email message indicating interest or potential suitability for the Division Student Representative role;
- A brief vita of no more than five pages, indicating relevant qualifications and experience.

All applications and related communications should be directed to the MED Division's Program Chair-Elect, Jacob Eisenberg at [jacob.eisenberg@ucd.ie](mailto:jacob.eisenberg@ucd.ie).

**Deadline for sending nomination materials: July 27.**

*Jacob*

Jacob Eisenberg (Program Chair-elect, PDW Chair)



## Research Coordinator, 2011 Med Awards

Peter Mc Namara

<http://www.ucd.ie/research/people/business/drpetermcnamara/home/>

A wonderful aspect of the annual MED business meeting is the Awards ceremony. In Montreal AOM 2010 Jon Billsberry, Program Chair, hosted the event. He brought a happy and informal atmosphere to the occasion, a wonderful acknowledgement of the quality of each group's research and the support of our financial sponsors. It was great to see so many of the authors for the seven award categories in the business meeting to collect their award. Each received an individual plaque to commemorate their achievement and a collective cheque for \$ 500. There was a real sense of excitement by the recipients and their colleagues alike. The awards are not just an acknowledgement of the hard work of our colleagues, but also an important opportunity to highlight fascinating research about the heart of our working lives, namely the education and development of our students and executives.

Given the difficult financial circumstances in industry and academia, it is a tribute to the commitment of our sponsors to management education and development. Not only did they financially support the seven awards, but some also attended to give the awards in person. This year's MED chair, Ken Thomson, initiated dialogue with our Awards sponsors in the autumn Of 2010. The response from our sponsors has been excellent, with all seven awards sponsored into the future and with a new sponsor added to the awards. This means that we will be able to continue our commitment to recognition of research excellence. Thanks are also due to Scott DeRue, last year's research coordinator, for both managing the process of selecting 2010 award recipients and for ensuring sponsorship for 2010.

Have a look at the below award categories and recipients in 2010 and prepare to attend the MED

business meeting for 2011 awards. I look forward to sharing this year's submissions with you and hope you consider reading some of these papers in the proceedings, or request a copy from the authors.

To encourage your attendance in 2011, I want to share my enjoyment of 2010's winners and celebrate the sponsors who enable our recognition of good work. For example the Best Paper in Management Education for 2010 was a fascinating read. This paper struck a chord with me and since reading it I have reflected perhaps on the role that I, as an educator, may have played in the process of creating narcissistic students, how I ought to engage in an education process with narcissistic students, and the implications of such behaviours both for education and career development. The paper is helpful, but there is still much to learn about the instance and management of these phenomena; perhaps, you will see 2011 sessions building on this work! What follows is a list of all awards, the 2010 winners, and a photo of the individual research team members in 2010 who received the award on behalf of their group. Look forward to the fall newsletter where we share the San Antonio proceedings and 2011 award recipients. There were many outstanding submissions in 2011!

**Sage has made a five year commitment to fund a best paper award for new tenure-track professors.** We now add the Sage best paper award to our other fine sponsors whom we recognize below.

Along with descriptions of the awards, we share the 2010 recipients!

### **Best Paper in Graduate Management Education (GMAC/MERI)**

This award, sponsored by GMAC/MERI (Graduate Management Admission Council / Management Education Research Institute) was first presented in 2005. The Best Paper in Graduate Management Education award goes to a paper that is noteworthy in its presentation of creative, innovative, or proven effective methods or research in the field of teaching management in an academic setting. The award consists of a plaque and a cash honorarium sponsored by GMAC/MERI.

**2010 Winners:** *Managing the Grading Paradox: Leveraging the Power of Choice in the Classroom* by Shoshana Dobrow, Wendy K. Smith, and Michael A. Posner

that is most noteworthy in presenting a series of creative and provocative discussions relevant to the domain of MED. The award consisted of a plaque and a cash honorarium [sponsored by McGraw-Hill/Irwin publishers](#).



#### **[Best Paper in Management Development \(JMD/Emerald Insight\)](#)**

Each year the MED Division presents the **Best Paper in Management Development** award to the author of the paper that is most noteworthy in its presentation of creative, innovative, or proven effective methods or research in the field of management development in an organizational setting. The award consists of a plaque and a cash honorarium [sponsored by the Journal of Management Development \(Emerald\)](#).

**2010 Winners:** *Developmental Networks as Holding Environments for Growing Leaders: An Adult Development Perspective* by Rajashi Ghosh and Ray Kennard Haynes

**2010 Winners:** *Finding the Right Side of the MBA Brain: Teaching Design Thinking Design Thinking* by Jeanne Liedtka, Sara Beckman, Nathan Shedroff, and Heather Fraser.



#### **[Best Paper in Management Education \(John Wiley & Sons\)](#)**

Each year the MED Division presents the **Best Paper in Management Education** award to the author of a paper that is noteworthy in its presentation of creative, innovative, or proven effective methods of research in the field of teaching management in an academic setting. The award consists of a plaque and a cash honorarium [sponsored by John Wiley & Sons](#).

**2010 Winners:** *Are business schools creating narcissistic employees? An examination of business student narcissism* MED: *Are business schools creating narcissistic employees? An examination of business student narcissism* by Jim W. Westerman, Jacqueline Z Bergman, Shawn M. Bergman and Joseph P Daly.



#### **[Best Symposium in Management Education and Development \(McGraw-Hill/Irwin\)](#)**

Each year the MED Division presents the **Best Symposium in Management Education and Development** award to the author(s) of the symposium



## Barry Armandi Best Student Paper in Management Education Research

**2010 Winners:** *Good and Bad Apples: The Effects of Single Individuals on Student Team Outcomes* by Brandon Ofem, Ginny L. Kidwell, Travis J Grosser, Brian R. Dineen, and Stephen Borgatti.



## MED Global Forum Best Paper Award (Sponsored by University of Manchester, Manchester Business School)

**2010 Winners:** *A Review of Research Methods in Online and Blended Business Education: 2000-2009* by J B Arbaugh, Alvin Hwang, Birgit Leisen Pollack



**Global Forum Best Symposium Award** is sponsored by University of Manchester, Manchester Business School.

**2010 Winners:** *Transfer of learning success: The benefits of collaborative academic/industry engagement* by Caroline Hatcher, Stephane A. Tywoniak, Jude G. Olson, Judy Matthews, and Dan Bennet.



**Share in awards in San Antonio at the MED business meeting** and awards ceremony at 6:15 in Salon C at the Marriott Rivercenter. Explore new collaborations at the **MED Social** on Monday evening at 8:00 in the same room, following the business meeting.

*Peter*

Peter McNamara (Research Coordinator)



**2011 MED Division Program Chair**  
**Toni Ungaretti**  
[toni@jhu.edu](mailto:toni@jhu.edu)

## West Meets East: Enlightening, Balancing, Transcending Highlights of 2011 MED Scholarly Sessions Program

Dear MED Colleagues:

This year's Scholarly Sessions program and MED Division events provide opportunity for engaging scholarship and stimulating discourse. Join your MED colleagues at the Marriott Rivercenter for a variety of interesting sessions that span the full range of management education and development and for fun and camaraderie with old and new friends. Come to the business meeting to learn about the impact of MED and contribute to its future growth and strength. Stay for

the MED social to continue the conversation with old friends while making new acquaintances.

Don't miss our exciting and informative

**MED KEYNOTE ADDRESS by DENISE ROUSSEAU: *Insights from Evidence-Based Management for Management Education*** on Monday at 11:30 in Salon J.

Also make sure to attend our other interesting papers and symposia.

Two intriguing symposia you will not want to miss are:

- *Team Based Learning and Peer Evaluation in Management Education: Issues, Challenges, and Solutions* on Tuesday at 1:15 in Salon C.
- Especially interesting in relation to our theme, *Where North Meets South: Lessons from Teaching Management on the U. S. Mexican Border* will be explored on Tuesday at 3:00 in Salon C.

Our engaging paper sessions include:

- Online Learning and Social Networks in Management Education examining discipline moderation of Col-course outcomes in online MBA course, the role of personality traits in online and traditional learning, and knowledge transfer in social networks in executive development on Monday at 8:00 am in Conference Room 15
- Behavioural Skill Development in Management Education addressing whole person learning, peer evaluations, and classroom emotional climate on Monday at 9:45 in Conference Room 15
- Issues and Innovations in Management Education looking at the 21<sup>st</sup> century syllabus, the *Disneyization* of higher education and effective coaching on Monday at 11:30 in Salon C
- Multicultural and Experiential Learning Perspectives in Management Education and Development exploring dramaturgical teaching, experiential learning for cross-cultural managerial skills, and an

Eastern critique of Kolb's learning theory on Monday at 1:15 in Salon C.

- Leadership Development and Teaching Approaches in Management Education examining evidence-based practice, personalization of management learning, and the teaching of leadership practice on Monday at 3:00 in Conference Room 15.
- Social Responsibility and Experiential Learning in Management Education highlighting service learning, humanistic business schools, and anxiety in MBA programs on Tuesday at 9:45 in Salon J

Help ensure MED serves you better with more impact. Come to the **MED business meeting** and awards ceremony at 6:15 in Salon C at the Marriott Rivercenter.

Have a blast! Stay for the **MED Social** on Monday evening at 8:00 in Salon C at the Marriott Rivercenter.

Plan to join us at the MED scholarly sessions for both intellectual engagement and the camaraderie of colleagues who enjoy discourse and examination of teaching and learning in management education and development. Looking forward to seeing you at MED in San Antonio!

*Toni*

Toni Ungaretti, 2011 MED Program Chair



**Bill Lee**

**Program Evaluation  
Coordinator**

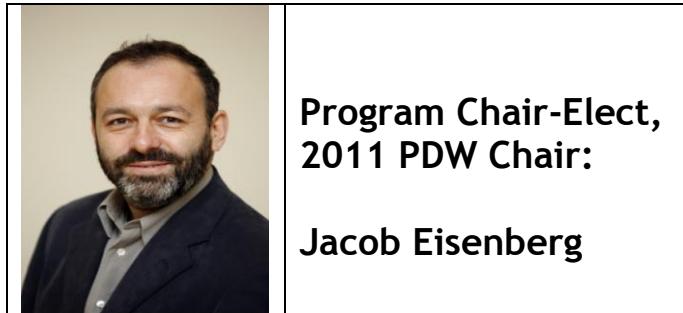
Evaluating the program at the Annual Meeting is an important way of knowing whether the program meets the interests of the membership and whether future programs may be improved. In the past, the track has

been evaluated by paper questionnaires distributed at the sessions when the full papers are presented, to gauge appreciation of each individual session.

For this year's annual meeting, there will be two key changes to the evaluation. Firstly, paper questionnaires will also be distributed at some of the professional development workshops (PDWs) that take place. Secondly, an electronic questionnaire will be distributed shortly after the meeting, inviting comments on the program more generally. Additional comments on the program may also be sent to me by e-mail, [w.j.lee@sheffield.ac.uk](mailto:w.j.lee@sheffield.ac.uk).

*Bill*

Bill Lee (Program-evaluation co-ordinator)



### Review & Highlights of 2011 MED PDW Program

Dear MED colleagues,

We have a great MED PDW program this year, perhaps the richest we have ever offered. Before giving you some details and highlights, I wanted to say a big *thank-you* to all of you who submitted proposals for this year's program and contributed to its success. This year, submission to the MED PDW program broke every record: we had 39 submissions by more than 100 members, who requested over 100 hours of programming! I am proud to report that we have the most active division in the PDW program since we reached the 1<sup>st</sup> place for PDWs submitted, across all academy divisions! Moreover, with 25 PDWs accepted,

we share the top place with OB, the largest division in the Academy (and more than three times our size!). We are definitely punching above our weight in the PDW program!

This year's submission rates represent a large increase of **35%** compared to PDWs submitted to MED last year. This windfall of great proposals also forced us to make some difficult choices, since the PDW hours we were allocated by the Academy are fixed and came only to one third of the hours submitters requested! Thankfully, with the help of Academy's Program team we were able to include more workshops in this year's program and thus minimize the rejections we had to make. In addition, by changing primary sponsorship to other divisions, I managed to include additional six workshops in the program. As you will see in the PDW list below, most of these ended up being sponsored by the ITC (Intl. Theme Committee).

As you can expect, all the PDWs that made it to the program this year were included after a selective process and, therefore, are all excellent. Many of our PDWs have been especially designed for this year's meeting and theme. Some of the workshops that focus on international and multicultural issues include:

- **Session 42: The process is the bridge:** using online student collaboration to indigenize MBA teaching. Friday, 8:30-12:30.
- **Session 46: Developing Global Leadership Competence:** Challenges and Opportunities. Fri., 9:00-11:30
- **Session 129: Common Classroom Culture:** Application of the Diversity Icebreaker in multicultural student groups. Fri., 2:45pm-4:45pm.
- **Session 326: Educating Managers About Integrity:** Sensitizing Learners to Universal Values and Cultural Variation. Sat., 3:00pm-6:00pm.

We have also a PDW track that is dedicated to demonstrating and teaching simulations and experiential learning approaches and exercises. Each of the following sessions will leave you with a practical toolkit to use in your management classes:

- **Session 45: West meets East: Comparing Business Simulation Experience** from Classrooms in the West and the East. Friday, 9:00-4:00pm.
- **Session 72: Incorporating a Team Activity into University-Wide Learning** Goals via the Pacific Production Game. Fri., 11:00-1:00pm.
- **Session 117: Material Story Lab.** Fri., 1:45pm-4:45pm.

- **Session 321: Simulation-Based Leadership Development:** Research, Teaching and Executive Development. Sat., 2.45pm-5.15pm.

Last but not least, we have put together a mega-session dedicated to **using case-studies**, not only in classroom teaching, but also in research: Session 197 Case Teaching Workshop: Exploring the Potential of Case Studies. Saturday, 8:00-11:30.

Below you will find the full list of MED sponsored workshops below, including session number, date & time, location and web-links to summaries. Bear in mind that there are also PDWs of interest on Sunday; however, these are listed under the All-Academy Theme (AAT).

While investing in our professional development, we have not forgotten about our social needs. There are two socializing events that I want to highlight (they are indeed highlighted in red in the PDW list below), one on Friday and one of Saturday.

On Friday afternoon, Thomas Bradley, our enthusiastic member from Texas, has organized a very special off-site workshop (session no. 115), which will revolve around visiting three wineries in Texas Hill Country and learning, emphasizing an experiential approach, about the various aspects of this growing industry. We especially designed this event to build the MED Division community spirit and to offer you a chance to see some less known parts of Texas. This PDW will take participants on a five hour tour out of San Antonio to the edge of the Texas Hill Country where a number of wineries operate and have made Texas the second fastest growing wine producing area in the country. Because we reserved two busses, places are limited and you need to pre-register for this workshop on-line. Presently, one bus is full and there are few places left in the second bus so hurry up and register before all places are gone!

On Saturday, after having attended our engaging workshops and quenched your thirst for knowledge, what can be better than relaxing with a drink, a snack and good company? Join us on Saturday evening, 6:00pm - 9:00pm at Marriott Riverwalk: Salon D, for a joint reception of the MED division with the New Doctoral Consortium participants and with colleagues from OBTS (session 365).

I am looking forward to seeing you in San Antonio!

*Jacob*

Jacob Eisenberg (Program Chair-elect, PDW Chair)

**Friday, August 12, 2011**

**11 State of Management Education and Scholarship in Africa: Enlightenment for the East and West** 8:00AM - 11:30AM Grand Hyatt, Lone Star A

**15 Comics, Cartoons and Graphic Novels in Management Education** PDW Workshop (MED) Friday, Aug 12 2011 8:00AM - 10:00AM Marriott Riverwalk, Salon E

**22 Beyond The Textbook: Teaching An Understanding of Organizational Culture in Real Organizations** PDW Workshop (OB, MED, ODC) Friday, Aug 12 2011 8:00AM - 10:00AM Grand Hyatt, Republic B

**25 Action Research** PDW Workshop (ODC, MED, MC) Friday, Aug 12 2011 8:00AM - 10:00AM Grand Hyatt, Travis A

**41 The Process is the Bridge: Using Online Student Collaboration to Indigenize MBA Teaching** PDW Workshop (MED) Friday, Aug 12 2011 8:30AM - 12:30PM Marriott Rivercenter, Salon A

**46 West Meets East: Comparing Business Simulation Experience from Classrooms in the West and the East** PDW Workshop (MED) Friday, Aug 12 2011 9:00AM - 4:00PM Marriott Rivercenter, Salon K

**47 Developing Global Leadership Competence: Challenges and Opportunities** PDW Workshop (MED) Friday, Aug 12 2011 9:00AM - 11:30AM Marriott Rivercenter, Salon L & M

**61 East Meets West: Traditional Teaching Meets Online Learning** PDW Workshop (HCM, MED) Friday, Aug 12 2011 10:15AM - 12:15PM Marriott Riverwalk, Salon F

**63 Tricky Coaching: Dealing with Difficult Cases in Leadership Coaching** PDW Workshop (MED, ODC, CAR)

Friday, Aug 12 2011 10:15AM - 12:15PM Marriott  
Riverwalk, Salon D

**73 [Incorporating a Team Activity into University-Wide Learning Goals via the Pacific Production Game](#) PDW**

Workshop (MED) Friday, Aug 12 2011 11:00AM - 1:00PM Marriott Rivercenter, Salon J

**81 [The Perfect Class: Meeting Teacher-Student Expectations Across Cultures](#) PDW Workshop (MED)**  
Friday, Aug 12 2011 11:45AM - 1:45PM Marriott Rivercenter, Conference Room 17

**97 [Ethics Tools to Support the Management Professor: The 'What' and the 'How'](#) PDW Workshop (MED, SIM, TTC)**  
Friday, Aug 12 2011 12:30PM - 3:00PM Marriott Riverwalk, Bowie

**115 [Texas Winery Tour](#) PDW Workshop (MED)** Friday, Aug 12 2011 1:30PM - 6:30PM Offsite, Texas Hill Country

**118 [Material Story Lab](#) PDW Workshop (MED, TTC, ODC)** Friday, Aug 12 2011 1:45PM - 4:45PM Marriott Rivercenter, Salon D

**127 [The Topics of Careers and "Reflective Space" in MBA and Executive Education](#) PDW Workshop (CAR, MED, OB)** Friday, Aug 12 2011 2:30PM - 5:00PM Grand Hyatt, Bonham B

**130 [Common Classroom Culture: Application of the Diversity Icebreaker in Multicultural Student Groups](#) PDW Workshop (MED, IM, GDO)** Friday, Aug 12 2011 2:45PM - 4:45PM Marriott Riverwalk, Salon D

**131 [Exploring Critical Thinking in the Classroom Through Action Learning and Reflective Writing Practice](#) PDW Workshop (MED, OB)** Friday, Aug 12 2011 2:45PM - 4:45PM Marriott Riverwalk, Salon B

**151 [Management Education and Development Writer's Workshop](#) PDW Workshop (MED, TTC, NDSC)** Friday, Aug 12 2011 5:00PM - 7:30PM Marriott Rivercenter, Salon C

**Saturday, August 13, 2011**

**185 [Innovative On-line Learning Techniques for Healthcare Managers: Mindful Approaches](#) PDW**

Workshop (HCM, MED) Saturday, Aug 13 2011 8:00AM - 10:00AM Marriott Riverwalk, Bowie

**193 [Neither West nor East: Pursuing a Post-developmental Management Education for Developing Countries](#) PDW Workshop (ITC, CMS, IAM, MED)**  
Saturday, Aug 13 2011 8:00AM - 10:00AM San Antonio Convention Center, Room 007 D

**194 [Management from Ancient Indian Texts: What the World Can Use To Manage Contemporary Organizations](#) PDW Workshop (ITC, MED, MH, MSR)**  
Saturday, Aug 13 2011 8:00AM - 10:00AM San Antonio Convention Center, Room 210 B

**197 [Case Teaching Workshop: Exploring the Potential of Case Studies](#) PDW Workshop (MED, RM)** Saturday, Aug 13 2011 8:00AM - 11:30AM Marriott Rivercenter, Conference Room 16

**210 [Sustainability in Management Education I: Transformative Approaches and Outcomes](#) PDW**  
Workshop (ONE, MED) Saturday, Aug 13 2011 8:00AM - 10:00AM Marriott Rivercenter, Salon A

**232 [Where West Hears East: Context-Sensitive and System-Wide Management and Business Ethics Education](#) PDW Workshop (ITC, CMS, SIM, MED)**  
Saturday, Aug 13 2011 9:00AM - 12:00PM San Antonio Convention Center, Room 007 C

**236 [Looking in the Leadership Mirror: Developing Reflexivity for More Effective Leadership.](#) PDW**  
Workshop (ODC, MED) Saturday, Aug 13 2011 9:30AM - 12:30PM Grand Hyatt, Seguin A & B

**238 [Organizational Knowledge Creation: Conceptual Developments since Nonaka \(1994\)](#) PDW Workshop (MED)** Saturday, Aug 13 2011 10:00AM - 12:00PM Marriott Riverwalk, Salon D

**248 [Challenges of Attaining Bloom's Higher-Level Cognitive Skills in the Globalized Classroom](#) PDW**  
Workshop (MED, OB) Saturday, Aug 13 2011 10:15AM - 12:15PM Marriott Riverwalk, Salon A

250 [Writing Implications for Practice that Truly Inform Practitioners](#) PDW Workshop (ODC, PTC, MED, MC)

Saturday, Aug 13 2011 10:15AM - 12:15PM Grand Hyatt, Texas Ballroom D

253 [A Passion for Sustainability in Management Education: Designing Sustainability Courses](#) PDW

Workshop (ONE, OMT, BPS, MED, OB, IAM, ODC, MC) Saturday, Aug 13 2011 10:15AM - 12:15PM Marriott Rivercenter, Salon A

259 [Online Teaching Best Practices: Building Community and High Performing Team Assignments](#)

PDW Workshop (TTC, MED) Saturday, Aug 13 2011 10:15AM - 12:15PM Marriott Rivercenter, Salon C

283 [Making Learning Tangible: Experiential Exercises for Health Management Education](#) PDW Workshop

(HCM, MED) Saturday, Aug 13 2011 12:30PM - 2:30PM Marriott Riverwalk, Bowie

285 [Building an Academic Career from Doctoral Program to Career Success: Questions, Answers, and Advice](#) PDW Workshop (MED, NDSC, TTC) Saturday, Aug 13 2011 12:30PM - 2:30PM Marriott Riverwalk, Salon A

286 [Evidence-Based Management: A New Approach to Teaching the Practice of Management](#) PDW Workshop

(MED, PTC, HR, ODC, OB) Saturday, Aug 13 2011 12:30PM - 2:30PM Marriott Rivercenter, Salon D

316 [East Meets West \(and Everyone Else\): Developing Effective Foreign Study Tours](#) PDW Workshop (IM,

MED) Saturday, Aug 13 2011 2:00PM - 4:00PM San Antonio Convention Center, Room 008 B

325 [Simulation-Based Leadership Development: Research, Teaching and Executive Development](#) PDW

Workshop (MED, HR, IM) Saturday, Aug 13 2011 2:45PM - 5:15PM Marriott Riverwalk, Bowie

326 [Corporate Learning and Competitiveness: Lessons to Share when West Meets East](#) PDW Workshop (MED,

MC) Saturday, Aug 13 2011 2:45PM - 5:15PM Marriott Riverwalk, Salon E

327 [The Live In-class CEO Intervention An Experiential Learning Technique for Leadership Development](#) PDW

Workshop (MED, ODC, OB) Saturday, Aug 13 2011 2:45PM - 4:45PM Marriott Riverwalk, Salon F

329 [Are You Hungry for Knowledge? Using Food to Explore Diversity and Further Cultural Understanding](#)

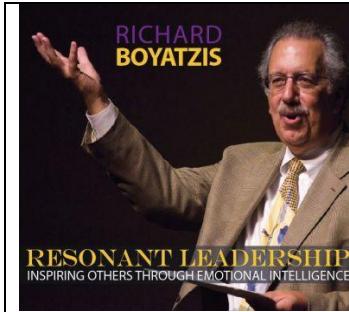
PDW Workshop (TTC, MED, D&ITC) Saturday, Aug 13 2011 2:45PM - 4:45PM Marriott Rivercenter, Salon C

333 [Educating Managers About Integrity: Sensitizing Learners to Universal Values and Cultural Variation](#)

PDW Workshop (MED) Saturday, Aug 13 2011 3:00PM - 6:00PM Marriott Rivercenter, Salon B

364 [Creating Values-Based Leadership for Global Sustainability – A teaching resources focused workshop](#) PDW Workshop (MED) Saturday, Aug 13

2011 5:30PM - 7:30PM Marriott Riverwalk, Salon B



**Learning as the ‘Bottom Line’ of Management Education**

**Richard E. Boyatzis**

#### **Coaching and Mentoring: A New MED Theme**

Richard E. Boyatzis, Ph.D., Distinguished University Professor, and Professor, Organizational Behavior, Psychology and Cognitive Science, Case Western Reserve University

It seems like coaches are everywhere. There are career coaches, executive coaches, life coaches, spiritual coaches, health and wellness coaches, and basketball coaches. Coaching has grown from a role focused on sports in the 1960's to one of the fastest growing roles for consultants, helpers and faculty. And this is occurring worldwide.

At the heart of the role is a desire to help others develop. There are other helping roles in society, such as physicians, spiritual guides, and therapists. But the role of a coach invokes images of someone who is facilitating another person's growth and development.

Mentors may be coaches. One of the actions mentors might perform that coaches may not is opening doors for others. This form of networking is instrumental in assisting the other person. But as Belle Rose Ragins and Kathy Kram showed in their magnificent collection of articles in the 2007 *The Handbook of Mentoring*, it can be more instrumental or socio-emotional and relational. The more pervasive approaches to coaching appear to be more relational and less instrumental.

As often occurs in management, the practice of coaching has outpaced the scholarship of coaching. The last three years has seen more articles appear in academic journals on coaching than in the prior 50 years (outside of sports coaching). In this context, it was with some confusion that I realized that none of the Academy of Management Divisions listed coaching as a thematic or topic in their division for submission of articles to the last annual meeting.

The Executive Committee and various members of the Management Education and Development Division decided to rectify this situation. We are not inviting members and others interested in coaching to submit papers and symposia to MED for consideration for regional and our annual AOM meeting. We would like to create a setting where scholars and practitioners with interests in coaching in organizations and in universities can exchange ideas, design new studies, and move our understanding of effective coaching ahead.

