

EXECUTIVE SEMINAR SERIES
School of Management and Business
St. Edward's University
MGMT 6199.03 - Fall 2005

Course: MGMT 6199.03
Date: Thursday, September 29, 2005
Time: 6:50-9:40 pm
Location: Ragsdale 3rd Floor, Mabee Ballroom B
Info: <http://www.stedwards.edu/business/graduate/ess/fall2005.htm>
Instructor: Jerry Roemisch, Ph.D.
Email: jerryjr@admin.stedwards.edu
Office Hours: By appointment

Title of Presentation: Bottom-Line Benevolence—Creating Commitment and Profitability In A Customer-Focused Culture

Pleasing Wall Street while creating a committed, loyal workforce are not mutually exclusive objectives. Companies like Ben & Jerry's, Costco and Southwest Airlines have rejected old-school, plantation-mentality management for a dynamic, employee-driven approach. Learn how "treating people right" coupled with open-book management drives a money-making success formula for some of the best-run companies in America.

This course highlights a continuum of corporations that place high priority on enlightened management practices toward their employees coupled with a mission-driven zeal toward their customers. More specifically, participants will learn about and practice an emerging, research-based approach to management—Positive Leadership.

Students attending this seminar will gain a clear understanding of similar Positive Leadership philosophies underpinning diverse organizations. Likewise, students will be able to apply those philosophies to their personal work settings.

After the presentation, you will work with Dr. Roemisch to conduct research in an area of your interest based on your presentation. Your proposed research should be related to the presentation topic, but you have the liberty of selecting a topic consistent with your own interest. The topic, however, should be first approved by the instructor.

Required Text: Pritchett, Price (2004). *Hard Optimisim: Developing Deep Strengths for Managing Uncertainty, Opportunity, Adversity, and Change*. Dallas: Pritchett, LP.

Course Learning Outcomes

- 1. Analyze the management philosophy and ethics driving your current organization or one with which you are familiar.**
- 2. Compare/contrast that management philosophy with a Customer-Centered Positive Leadership approach.**
- 3. Apply Customer-Centered, Positive Leadership to your personal management style and to a relevant organization.**

Important Dates:

- Thursday, September 29, 2005: Key Presentation: You must attend this presentation and complete the assignments to receive credit for this course
- Thursday, October 13, 2005: Research Paper Proposal Due (no late papers accepted)
- Thursday, December 8, 2005: Final Research Paper Due. (no late papers accepted)

Course Structure:

Following this executive seminar, you will have two weeks to prepare a two-page proposal that describes the topic of your research paper. One page describes your research, and one page lists your references (to include a minimum of three scholarly, peer-reviewed articles). The topic you select must require additional research in support of or taking exception to concepts covered during the seminar and should be a topic that is relevant to you professionally. Your research paper for one ESS course must differ substantially from your paper in another ESS course. One paper cannot be used for two ESS courses.

Your proposal must be received by the instructor **NO LATER THAN 11:00 p.m. on Thursday, October 13, 2005** and is to be uploaded to Digital Drop-box in Blackboard. You may wish to also send a file to the instructor as backup. You **MUST** receive a confirmation notice from the instructor for the proposal before you will know that your proposal has been received. If you wish to have initial feedback that can be incorporated into your proposal, the instructor must receive it prior to 11:00 pm on Thursday, October 6, 2005.

Your final research paper must be received by the instructor **NO LATER THAN 11:00 pm on Thursday, December 8, 2005**.

The final research paper should contain 10-15 pages including references and follow the APA (5th ed.) style guide. APA Style manuals are available through the Bookstore. Helpful information regarding online citations is available in the St. Edward's University Library. APA information (sample and template) are also available on the School of Management and Business area of www.stedwards.edu. The final research paper should contain a minimum of three scholarly references (e.g., peer-reviewed).

Classroom Etiquette:

Divergent points of view will be presented during this seminar. Lively debate is anticipated and will be encouraged. Please allow your colleagues to present their position fully before presenting yours. Additionally, as a courtesy to the Executive Speaker and other students, cellular phones and pagers must be turned off prior to entering the classroom. There will be a five-point penalty assessed for each violation of the cell phone/pager policy.

About Jerry Roemisch

For twenty years Dr. Roemisch has worked with top management in Fortune 500 firms, governmental agencies and non-profit organizations directing major integration initiatives and conducted change management seminars in the United States, Europe and Canada. Clients include Johnson and Johnson, Occidental Petroleum, VISA, Allied Signal, Columbia Hospitals, Merrill Lynch, Ciba Vision, General Signal, Texas Insurance Commission, ClubCorp International, Weyerhaeuser, International Paper and Boston Financial Data Services.

Roemisch Consulting has developed and validated the *Change Readiness Review* for use with employees undergoing dramatic organizational change. Dr. Roemisch also created the widely used *Performance Preview* (management) and *Select* (hourly) employee assessment tools.

In addition to change management consulting and training in numerous organizations, Dr. Roemisch has conducted thousands of in-depth assessments focusing on senior executive realignment and management development during mergers, acquisitions and reorganizations.

Dr. Roemisch received his Ph.D. in Organizational Communication from Ohio State where he directed the Organizational Communication program. Dr. Roemisch has authored numerous professional papers on leadership, organizational change, conflict management and proactive managerial collaboration. He has also taught organizational behavior at four other universities, including University of North Texas and University of Texas, Arlington.

Special Circumstances:

If you have a specific physical, psychiatric, or learning disability and require accommodations, please let me know early in the semester so that your learning needs may be appropriately met.

You will need to provide documentation of such to the Learning Assistance Center (LAC). Tutors trained in working with students with disabilities are available to help you with study techniques or mastery of course content.

Academic Integrity:

In addition to the codes of conduct outlined in the Graduate Student Handbook, plagiarism is unacceptable. If you do not understand the meaning of plagiarism, consult the SEU Library. Any student caught violating the plagiarism policy will receive zero points for the product turned in. Additionally, any student who plagiarizes or who collaborates with others on individual assignments will be subject to disciplinary action pursuant to the rules set forth in the Student Handbook. Further, written work may be submitted to the website www.turnitin.com in pursuit of academic integrity. The following pledge must be affixed individual work submitted by each student.

PLEDGE

All written work accomplished on an individual basis must contain the following pledge written/typed, signed, and dated on the cover page:

I have neither given nor received aid on this assignment [or paper, or project, or examination, etc.], nor am I aware of anyone else having done so. I recognize that violations of this pledge diminish the value of the SEU MBA and will result in sanctions as outlined in the Student Handbook.

Date _____

Signed _____

Printed name _____

Grades:

Research Paper Proposal	25 POINTS
Final Research Paper	75 POINTS
TOTAL POINTS	100 POINTS

A=90-100 POINTS

B=89-90 POINTS

C=79-80 POINTS

D=69-70 POINTS

In general, the performance criteria or expectations for each letter can be spelled out as follows:

- A Exceptional or Outstanding Mastery
Students achieving this level will have demonstrated the following:
- Accurate and sophisticated understanding of readings and issues with the ability to do more than repeat what the text says or what was said in class, such as the ability to infer additional important information from sources
 - Critical stance toward opinions communicated in class or in the readings and the ability to express individual views articulately and defend them well
 - Originality of thought in expressing the critical stance, in drawing out additional implications from the readings and class discussions, and in finding personal meaning in the readings and issues discussed
 - Clear expressions of ideas with papers containing very few grammatical or stylistic weaknesses
- B Very Good Mastery
Students achieving this level will have demonstrated the following:
- All the elements of "A" work, but with fewer accomplishments
 - Accurate understanding of reading and issues, with the ability to do more than repeat the text
 - A critical stance, with some effort, but not always successful to defend that stance
 - Some attempt to find personal meaning, with at least hints of originality and creativity of thought
 - Very clear expression of thoughts and ideas

C Minimal Mastery (the minimum of what was expected)

Note: C-Level work generally is considered unsatisfactory at the graduate level. Students who earn a C in a course are not required to repeat the course. However, students who earn three grades below a B may be dismissed from the Program.

Students achieving this level will have demonstrated the following:

- A generally accurate grasp of the readings and issues, but with some inaccuracies; a lack of sophisticated understanding, such as the ability to infer from sources
- Some attempt to take a critical stance, but with little effort or success in defending that stance
- Some attempt to find personal meaning
- Sufficient clarity of expression to communicate ideas, but with stylistic or grammatical weaknesses which create some difficulties

D Unsatisfactory (generally inadequate and less than expected)

Students achieving this level will have demonstrated the following:

- Genuine efforts to understand, with some demonstrated understanding of readings and issues, but with serious deficiencies
- General lack in critical stance or in a defense of that stance
- Lack of understanding or an attempt to find personal meaning