

Spring  
2009



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## As I See It . . . The Director's Report

Welcome to the first edition of *The MBA Insider*, LVC's new and exciting MBA newsletter.

Actually, to call *The MBA Insider* a newsletter does it a disservice. It will be more than a newsletter. It will be an interactive tool for all of the past, present, and future stakeholders of LVC's MBA Program.

Each semester students, graduates, adjunct professors, staff, and guests will contribute to the development of *The MBA Insider*. We will look for individuals from those groups to provide insight into the program and beyond.

Standard sections will include: **As I See It . . . The Director's Report**; **You Heard it Here First**, program updates and changes; **The Swami's Corner**, future class offerings and schedules; **Save the Date**,

announcements and upcoming events; **From My Perspective**, feature articles written by current students, alumni, staff, and adjunct professors; **News Briefs**, pertinent business topics from around the world; **Close the Loop**, feedback from questionnaires and surveys; and **The Open Forum**, contributions from any LVC MBA stakeholder about any topic.

This team approach to the development of *The MBA Insider* will provide us with the most thorough and comprehensive communiqué possible.

*By John Troxel, M.B.A., C.P.M.*

# Close the Loop

In each issue of *The MBA Insider*, we will ask MBA stakeholders for feedback about various aspects of the Program.

Some of the questions will be directed toward a particular topic; others will be more general, allowing for open-ended, creative responses. (MBA stakeholders should always feel free to provide comments and feedback about any aspect of the MBA Program throughout the year.)

You are encouraged to provide frank, honest answers. Your responses will be held in the strictest confidence. We will publish your re-

sponses in a summary format, without disclosing your identity.

Anonymous responses will not be considered for publication. Responses may be e-mailed to John Troxel at [troxel@lvc.edu](mailto:troxel@lvc.edu).

Your participation will be vital in

sculpting the MBA Program for current and future stakeholders.

## So here we go . . .

### 1. The current MBA degree requirements

consist of nine core courses and three elective courses. If you were handed the famous “MBA Magic Wand,” which would allow you to restructure the core course/elective course ratio, please let us know which changes you would make.

a) I would keep the following core courses in the MBA Program:

b) I would remove the following core courses in the MBA Program:

c) I would combine the following core courses in the MBA Program:

d) I would add the following new core courses to the MBA Program:

e) I would keep the following electives in the MBA Program:

f) I would remove the following elective courses in the MBA Program:

g) I would combine the following elective courses in the MBA Program:

h) I would add the following electives to the MBA Program:

2. Research shows that many MBA Programs around the world are restructuring to a “cafeteria style” or “create-the-MBA-Program-that-fits-your-needs” approach. These programs allow students to customize their curriculums and design their course loads based on their individual career paths, allowing students to focus on particular tracks of study: health care, finance, supply chain management, etc.

How would you envision the MBA Program at LVC if we were to adopt this approach? What would be offered as core courses, electives, and concentrations or tracks of study? What dedicated tracks of study would be the focus of your MBA if they were made available?



## From My Perspective . . . A Pleasant Surprise

As I prepare for another semester at LVC, I reflect on my first year in the MBA Program.

I selected LVC because of the convenience of evening classes and its geographic location, but the MBA Program itself wasn't what I expected. While there are professors and homework assignments, I was a bit surprised by the teaching approach and learning environment.

Unlike the theoretical teaching style of most bachelors' education programs, the MBA Program at LVC is "anchored" in the real world. The professors skillfully balance the foundations of theory and their applicability in the current-day business world. This teaching style allows students to re-evaluate previous situations, and relate that knowledge to their current responsibilities while preparing and planning for future goals.

The physical atmosphere of classrooms varies from the main campus in Annville to a satellite classroom at Fort Indiantown Gap, but the learning environment is consistent. It is an environment of collaborative learning. Just like in the workplace, professors and classmates have different educational and career backgrounds as well as experiences. Each class contains representatives from a variety of industry sectors (i.e., health care, food, manufacturing, and technology), organizational size (million dollar

corporations to small businesses), and educational objectives (i.e. career advancement or personal development). Professors and students provide real-world examples and use case studies for discussion and evaluation. The MBA Program fosters a broad spectrum of business interests and experiences that provides a breadth and depth of understanding for building a holistic perspective of the business world.

People often fear change but it is inevitable. I look optimistically at 2009 as a year that the MBA Program will continue to grow and evolve. Since the program is a reflection of the students' needs and interests, it is a great time for former, current, and future students to voice their ideas and suggestions to help the program evolve to meet the needs of the students. I look forward not only to participating in the collaborative learning process, but also to contributing to the program. I invite everyone to become a stakeholder in the future success of the MBA Program at LVC.

*By Krista Laudenbach M'10*

## News Briefs

The purpose of this column is to provide pertinent and engaging business topics from around the world. We thought that it would be helpful in this first edition of The MBA Insider to list websites that are excellent sources for staying current with business activities. These sites are great sources for your research papers or for developing current event presentations. Enjoy.



[www.businessweek.com/globalbiz](http://www.businessweek.com/globalbiz)

[www.forbes.com/home](http://www.forbes.com/home)

[www.ibtimes.com](http://www.ibtimes.com)

[www.time.com](http://www.time.com)

[www.ft.com/home/us](http://www.ft.com/home/us)

[www.reuters.com](http://www.reuters.com)

[www.businesswire.com/portal/site/home](http://www.businesswire.com/portal/site/home)

[money.cnn.com/news/international](http://money.cnn.com/news/international)

[www.spectator.co.uk/business](http://www.spectator.co.uk/business)

[www.cnbc.com](http://www.cnbc.com)

[online.wsj.com/public/us](http://online.wsj.com/public/us)

## LVC's New "IDEA"

The IDEA system (Individual Development and Educational Assessment) for student evaluation of instruction was piloted in the spring semester of 2007.

IDEA was developed at Kansas State University in the mid 70s, and is used regularly at more than 120 colleges and universities in the United States.

Starting in the fall of 2008, the IDEA evaluations were administered electronically for most of the classes at Lebanon Valley College. This system replaces the written scan form we used for the past eight years.

About two weeks from the end of your course, or two weeks before final exams week, you will

receive multiple e-mails from "IDEA at LVC" in your LVC e-mail in box inviting you to evaluate your courses. If you are in two courses being evaluated by IDEA, for example, you will get two e-mails. Each of those e-mails will contain a special link that you can click on to

open the IDEA evaluation form for one course.

MBA classes on campus will be using the short form with 18 multiple-choice questions. Some instructors and departments have added more questions. Every form ends with a text box for general comments on the course. Leave your response blank to any question that is not relevant to the course being evaluated.

The link in your e-mail will keep working until the date indicated as the deadline for evaluating that course (which is the last day of regular classes for undergraduate students) or until you have submitted the evaluation for that course.

**MBA students should note that the completion of their classes may extend two to**

**three weeks beyond the deadline date.** It is imperative for students to complete the evaluation prior to the deadline date. Sorry, but responses are lost if you close your browser without submitting the form. If you do not finish an evaluation, you can use the link in that e-mail to go back and start over again. So don't delete those e-mails, and do try to do each course in one sitting. If you do delete the message by mistake, just wait (no more than three days) for a reminder e-mail to arrive with another copy of that link. Even the longest forms should take no more than 15 minutes to complete.

Doing evaluations online has some advantages. On the up side, you will have more time to think about your responses, your anonymity is protected (no handwriting recognition), and it is less likely that errors will occur in the processing of your responses.

Remember that the purpose of this evaluation is to help your instructors improve their courses and their teaching methods. It also provides the College with your opinion of the quality of instruction in these classes this semester. Your responsibility is to provide your honest responses to all relevant questions. The anonymity of your responses is not absolute; your instructors will receive composite responses after the semester is over and grades have been submitted. Faculty are never told who made which responses, but you could be held accountable by the administration for unprofessional or offensive comments. Answer frankly and freely, but professionally.

You can get more information about the IDEA system at [www.theideacenter.org](http://www.theideacenter.org).

*By Dr. Michael Fry, professor of mathematical sciences and IDEA coordinator for LVC*

*Pictured above: MBA Students assess the value of manufacturing this straw structure.*



# Productivity—You Get What You Reward

More often than not an organization says one thing in its literature and on nicely formatted signs, but unfortunately does not practice what it preaches. This disconnect happens for many reasons. Managers at lower levels do not pass on the wishes of senior management, senior management does not clearly state what is expected, the organization does not formulate what the desired culture should be, or possibly, the organization simply does not believe that culture counts.

Now is the time to take a moment to analyze the alignment of your cultural values with the mission, vision and strategies of your organization. Start by documenting your six to eight organizational values. Use the examples provided in this article, modifying them so they best describe your “desired” culture. Not only state those values, but also list specific questions that all stakeholders can use to evaluate whether or not they are truly living the desired culture.

The following examples below will help you evaluate what kind of cultural behavior is being rewarded in your organization. The idea that “You get the results based on what you reward” is especially true when it comes to developing organizational culture. The first eight cultural values listed below provide excellent examples of what an organization may say it wants. The second eight values represent what the organization

actually rewards. Your organization’s value statements may be different from the ones provided, but you can go through the process of discovering the cultural values you reward. This is an excellent exercise to see if you have organizational alignment at all levels.

Make use of the examples below to help get started formulating the values that will be the best fit for your organization. At the senior management level, describe what you believe to be the

core values of your organization. Then assemble small teams to further discuss and refine this description, to get both buy-in and best fit statements. The goal is to develop what you truly believe to be—and want to be—your cultural values tailored for your organizational needs.

**Caution:** As your organization decides what it wants its culture to be, look closely at what it will reward. **Remember:** You get what you reward.

*By Roger M. Ingbretsen, freelance writer*



## The Conflicting Messages Between Mission and Cultural Values

### The Organization Wants

- Customer service
- Personal responsibility
- Increased potential
- Challenging the status quo
- Inspired leadership at all levels
- Encourage diversity of thought
- Instill quality and excellence everywhere
- Develop a commitment to teamwork when necessary

### But the organization rewards . . .

- Adhering to policies and procedures
- Just showing up and doing your job
- “Yes” men and women, not making waves
- Tight command and control by a few
- Conformance, one point of view
- Getting things done on time at any cost
- Individual performance
- Keeping down training costs, and hiring warm bodies

# Let's Communicate

*“The problem with communication ... is the illusion that it has been accomplished.” ~ George Bernard Shaw*

Communication is a critical part of any successful organization. Many times our stakeholders tell us that they were not aware of certain dates or MBA Program changes. To insure thorough communication to all stakeholders, we

have established four methods of communication; two existing methods—direct e-mail and the MBA website; two new methods—Blackboard announcements and the MBA Blog.

The most common form of communication in today's world is e-mail. Updates and announce-

ments are occasionally sent to all stakeholders. If you are not checking your LVC e-mail on a regular basis, you could be missing important messages. If you would like to forward your LVC

e-mail to an external account please follow the process detailed to the left of this article.

We now have a Blackboard account titled Masters of Business Administration. We will post all announcements, course offerings, new course descriptions, etc., on Blackboard. These items will be archived for continual reference.

Finally, we have the Graduate Studies website at [www.lvc.edu/GS](http://www.lvc.edu/GS). It has excellent information for all graduate programs. The MBA site provides everything from registering for classes to financing your degree, including the MBA Blog. We will use this tool to post informative articles and discussion topics. We encourage you to actively participate on the MBA Blog site by posting comments and questions to your fellow MBA stakeholders. These professional business discussions will serve to enhance the classroom learning process. Instructions for using the MBA blog will be announced in the near future. It will be fun!

## Forwarding LVC E-mail to Other E-mail Accounts

- In Webmail, click on “Options.”
- Scroll to “Forwarding” at the bottom.
- Place a check mark in “Enable Forwarding.”
- **Recommended:** Place a check mark in “Retain Copy” of e-mail in Webmail inbox
- In the box provided, fill in the “Address you would like to forward message to.”
- Click the “Save” icon.

# You Heard it Here First

## New Adjunct Professors to Join the MBA Team

We are excited to announce the addition of three excellent adjunct professors to the MBA faculty.

**Dr. Hope Witmer** will join the program this spring to teach Organizational Behavior. Witmer is the director of services to business and industry at Philhaven Behavioral Healthcare. She earned her doctorate in applied management and decision sciences, specializing in leadership and organizational change. Witmer has been teaching in the undergraduate program at LVC. We welcome the knowledge and enthusiasm she will bring to the MBA Program.

**Michael Grove, R.N., FACHE** (Fellow to the American College of Healthcare Executives), will teach Executive Leadership. Grove is the associate director of patient care services at

the Lebanon VA Medical Center. He earned his master's degree in adult education and has been teaching adult learners in the health care field for 14 years. We welcome the leadership skills and enthusiasm he will bring to the MBA Program.

**Dr. Laura Poluka** will be joining the team this spring, teaching Organizational Behavior. Poluka is the director of workforce development at Verizon Telecom. She earned her doctorate in organizational leadership. She is a lead faculty member at the University of Phoenix, where she teaches undergraduate and graduate business courses online in both asynchronous and synchronous environments; she also teaches online for Regis University. We welcome her extensive corporate experience and her love for teaching to the MBA Program.

# The Swami's Corner: Tentative Schedule of Courses

**Students:** This list of courses is tentative and is to be used for planning purposes only. These courses cannot be scheduled until future notification is given.

<b>Summer 2009</b>						
<b>Day</b>	<b>Start/End Date</b>	<b>No. of Weeks</b>	<b>Course No.</b>	<b>Course Name</b>	<b>Adjunct</b>	<b>Location</b>
Mon.	May 18–July 27	10 (no class 5/25)	MGT 815	Marketing Management	Veno	LVC
Tues.	May 19–July 27	8	ENG 825	Executive Communications	Beck	LVC
Tues.	May 19–Aug. 4	12	MGT 895	Strategic Management	Everett	LVC
Wed.	May 20–July 8	8	MGT 855	Legal Environment of Business	Siegel	LVC
Thurs.	June 11–Aug. 6	8 (no class 7/2)	MGT 890	ST: Business & Technology	Kline	GAP
Mon.	May 18–July 27	10 (no class 5/25)	MGT 800	Quantitative Analysis	Heberling	GIANT*
<b>Fall 2009</b>						
<b>Day</b>	<b>Start/End Date</b>	<b>No. of Weeks</b>	<b>Course No.</b>	<b>Course Name</b>	<b>Adjunct</b>	<b>Location</b>
Mon.	Aug. 10–Oct. 19	10 (no class 9/7)	MGT 800	Quantitative Analysis	Smith	LVC
Mon.	Oct. 12–Dec. 14	10	MGT 890	ST: Supply Chain Management	Troxel	LVC
Tues.	Aug. 18–Oct. 6	8	PSY 810	Organizational Behavior	Poluka	LVC
Tues.	Oct. 13–Dec. 15	10	MGT 820	Operations Management	Iosue	LVC
Wed.	Sept. 2–Nov. 18	12	MGT 895	Strategic Management	Nilson	LVC
Wed.	Oct. 14–Dec. 9	8 (no class 11/25)	LSP 835	Executive Leadership	Witmer	LVC
Thurs.	Aug. 13–Oct. 15	10	MGT 805	Financial Policy	Garber	GAP
Thurs.	Oct. 22–Dec. 17	8 (no class 11/25)	ECN 865	Entrepreneurship	Neubert	GAP
Wed.	Aug. 12–Oct. 14	10	MGT 820	Operations Management	Heberling	GIANT*
Wed.	Oct. 21–Dec. 16	8 (no class 11/25)	MGT 880	Investments & Portfolio Manag.	Smith	GIANT*
<b>Spring 2010</b>						
<b>Day</b>	<b>Start/End Date</b>	<b>No. of Weeks</b>	<b>Course No.</b>	<b>Course Name</b>	<b>Adjunct</b>	<b>Location</b>
Mon.	Jan. 4–Mar. 1	8 (no class 1/18)	MGT 890	ST: Health Care Systems	Flake	LVC
Mon.	Mar. 8–May 10	10	MGT 860	International Business Manag.	Troxel	LVC
Tues.	Jan. 5–Feb. 23	8	PSY 890	ST: Project Management	Gregory	LVC
Tues.	Mar. 9–May 11	10	MGT 815	Marketing Management	Veno/Staff	LVC
Wed.	Jan. 6–Feb. 24	8	MGT 825	Executive Communications	DiSanto	LVC
Wed.	Mar. 24–May 12	8	LSP 830	Corporate & Organizational Ethics	Setley	LVC
Thurs.	Jan. 7–Mar. 25	12	MGT 895	Strategic Management	Nilson	GAP
Thurs.	Jan. 7–Mar. 11	10	ECN 820	Operations Management	Heberling/Staff	LVC
Thurs.	Mar. 18–May 13	8 (no class 4/1)	MGT 850	Human Resource Management	Mitchell	LVC
Thurs.	Jan. 7–Mar. 11	10	MGT 805	Financial Policy	Trostle	GIANT*
Thurs.	Mar. 25–May 13	8	LSP 835	Executive Leadership	STAFF	GIANT*

\* Denotes Giant Foods Cohort Courses that can only be scheduled by non-cohort students with approval from the MBA Coordinator.

Updated: 2/11/09

## The Open Forum: Bonus Boosters

Last fall, we introduced a new program called Bonus Boosters.

Feedback about participating was positive but MBA students indicated that they were not given enough time and that their schedules were busy that day. We believe that this program will be an excellent supplement to the MBA Program.

The Bonus Boosters program is a series of two-hour group coaching sessions led by Sylvia Hepler, an advisor to executives. Each coaching session will have a maximum of 10 student participants and will feature professional group coaching, not traditional instruction. At the conclusion of each session, participants will be provided with resource materials.

The two-hour group coaching sessions will be offered exclusively to students and faculty currently in the MBA Program at LVC. LVC's MBA Program will pay half of the \$60 cost for each session. Each participant will pay only \$30 per session. The participant's \$30 fee must be included with the registration form for each session. The session will be closed after the first 10 students and faculty submit their registration forms and payment. This level of professional coaching would cost about \$500 on the open market.

The pilot session will be held on Saturday, March 28, 10 a.m. – noon, in Lynch Memorial Hall, room 119.

The first session's topic will be: **Supervising Staff: The Stuff That Works.** You will discuss the following questions:

Are you currently supervising employees? How long have you been supervising employees? What has this experience been like for you? What are you especially proud of as you reflect on your supervisory experience so far? What troubles you as you supervise people? What upsets you? Angers you? What feels like a failure to you? How much of your biggest staff problem is YOU or the employee? If you haven't yet supervised people do you look forward to it or fear it?

Other areas for discussion will include:

- What do you think is the biggest mistake supervisors make?
- Introduction of "servant mentality" related to supervision
- Alienating employees
- The role of power in supervision

**So gain the "first-mover advantage" and sign up for this unique opportunity today!**

### Office of Graduate Studies

Lebanon Valley College  
101 N. College Ave.  
Annville, Pa. 17003

**Office Number:**  
717-867-6213

**Toll Free:**  
1-877-877-0423

**John Troxel**  
**MBA Coordinator**  
717-867-6335  
troxel@lvc.edu

### Save the Date

March 2

Online registration begins for the summer semester

March 28

Bonus Boosters, 10 a.m. – noon, Lynch Memorial Hall, Room 119

April 9

No evening classes, Easter break

April 17

Online registration begins for the fall semester

May 6

Last day to submit IDEA online course evaluations

## Bonus Boosters Registration Form

Name: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Day Phone: \_\_\_\_\_ Evening Phone: \_\_\_\_\_

E-mail: \_\_\_\_\_

Suggestions for future bonus booster topics: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Return completed form with payment to the Office of Graduate Studies,  
Lebanon Valley College, 101 N. College Ave., Annville, Pa. 17003.