

**Joseph M. Katz**  
**Graduate School of Business**  
**Masters Student Orientation**

**Monday, August 15, 2016**

# Welcoming Remarks

**Arjang Assad**

**Henry E. Haller Jr. Dean,**

**Joseph M. Katz Graduate School of Business and  
College of Business Administration**

**Welcome  
to the  
Joseph M. Katz  
Graduate School of Business**

**William T. Valenta, Jr.**

**Assistant Dean**

**MBA, Masters and Executive MBA Programs**

# Mission

## Our mission is to:

- recruit and admit outstanding MBA and MS candidates
- support the faculty's ability to deliver a world-class curriculum based on management theory, leading-edge research, and business practice
- facilitate experience-based learning both in and out of the classroom
- provide impactful academic and career advice to students, and
- assist each student in securing the right career and the right job at the right company.
- We will relentlessly pursue opportunities to continuously improve and strive for excellence in every facet of our operations.

# Values

## Our Values

- We will uphold the integrity of the University of Pittsburgh, the Katz Graduate School of Business, and the MBA & MS degrees.
- We will treat everyone, including students, alumni, faculty and staff, with respect.
- We will work collaboratively as a team.
- We will be transparent.
- We will hold ourselves accountable for results.
- We will provide exemplary customer service.

# Are You Ready?

## Before Your Arrival

- We have already started working with you on your career planning
- We have created an academic calendar that provides the time you need to attend the career fairs that will provide you with the best opportunity for employment and internships

# Are You Ready?

## Before Your Arrival

- We have created a co-curricular professional development program to enhance your curricular experience and augment your professional profile
- We have scheduled events throughout the Fall term to immerse you in the KATZ experience
- We have assembled a team that is committed to your academic and professional success

# MBA & MS Program Offices

- Admissions: Recruits and admits the best students with the highest likelihood of academic and professional success
- Program Office: Assists in the delivery of a world-class curricular and co-curricular experience that provides the required level of student services support
- Career Management: Provides 1 on 1 integrated career advice to students to assist them in finding the right job at the right organization



# Dean's Office & MBA/MS Program Management



Arjang Assad  
Henry E. Haller Jr. Dean  
KATZ and CBA



Rabi Chatterjee  
Associate Dean  
Masters Programs



Bill Valenta  
Assistant Dean  
MBA, Masters and Executive  
MBA Programs

# Dean's Office & MBA/MS Program Management



**Joe Pieri**  
Director of MBA Programs



**Sandra Douglas**  
Director of Specialized  
Masters Programs



**Tom Keller**  
Director of Admissions



**Melissa Shapiro** Director  
of Career Management



**Bev Bolden**  
Director of Student  
Services

# People to Meet

## *Admissions & Financial Aid*

- Tom Keller: Director of Recruiting, Enrollment & Admissions
- Erin Vuono: Associate Director
- Melanie Krugel: Assistant Director of Recruitment
- Kaylee Laird: Recruitment Coordinator
- Charmaine Evans: Application Manager
- Mary Helen Hans: Application Manager

# People to Meet

## *MBA Programs & Student Services*

- Joe Pieri: Director, MBA Programs
- Bev Bolden: Director, Student Services & Diversity Recruiting
- Simone Jurinko: Graduate Student Services Advisor
- Jamie McGaha: Graduate Student Services Advisor
- Liz Agey: Student Activities and Events Coordinator
- Bill McShane: EBL Program Coordinator
- Mike Chott: Administrative Assistant

# People to Meet

## *Specialized Masters & Student Services*

- Sandra Douglas: Director, Specialized Masters Programs
- Jessica Quarterman, Assistant Director
- Erin Griffiths: Graduate Student Services Advisor

# People to Meet

## *Career Management*

- Melissa Shapiro: Director
- Dana Romano: Associate Director
- Don Norrington: Associate Director
- Kyshira Moffett: Assistant Director
- Ashley McGovern: Assistant Director
- Lynn Rosen: Assistant Director
- Alexandra Godfrey: Employer Relations

# People to Meet

## Executives in Residence

- Bill Slivka
- Jim Woll
- Theresa Gallick
- Dawne Hickton
- Sue Kapusta
- Greg Zovko

# Take a Look Around You

## MBA

- 52% - Students from U.S.
- 48% - International students
- 34%- Female students
- 28yrs- Average age
- 4.5 Years – avg. work exp.
- 33% - Selectivity

## MS

- 52% - Students from U.S.
- 74% - International students
- 35%- Female students
- 24yrs- Average age
- 1 Year – avg. work exp.
- 43% - Selectivity

13 countries represented!

Together, all of you are part of an outstanding  
and diverse incoming class!



# Please Note

- **Our Expectations are Mutually High**
  - Our expectation is that you will be engaged with us throughout your time in the program
  - Your feedback is essential to our mutual success
  - Surveys are an integral part of our measurement of success
    - Career Services and Katz internal surveys
    - EBI, Business Week, Financial Times, US News
  - Recognize that your actions define how others view the entire Katz MBA or MS Program

# What I Wish I Would Have Known\*

\*As told to me by other students

- Talk to your instructor, advisor, or any member of the MBA/MS staff if you think that you are in trouble with a course or need other assistance
- Your search for a new job begins today
  - Utilize all that Career Management has to offer
  - It is all about focus and engagement if you want to be successful

# What I Wish I Would Have Known\*

\*As told to me by other students

- If you feel there is an improvement to be made, do not hesitate to make your opinion known to the administration
- Take advantage of workshops, guest speakers, international study opportunities, project courses, student government, student clubs, service projects and social events

# What I Wish I Would Have Known\*

\*As told to me by other students

- Get to know and learn from your classmates. Embrace the diversity of the class.
- Your time at Katz goes too fast, try to sit down once in a while and enjoy the moment!

# Your Fall 2016 Assignment

DEADLINE

December 16, 2016

Every member of the staff in the MBA/MS Suite should know you on a first name basis

You are current with every request and requirement of Career Management, MBA/MS Programs & Student Services Teams

QUESTIONS/COMMENTS?

# **Community Building Workshop**

**Full-Time MBA and MS Program  
August 15, 2016**



# Your Learning Experience





# What is a Learning Community?

- A set of individuals with ***diverse*** interests, backgrounds, experiences and capabilities
- A general ***willingness to share*** knowledge, ideas and experience – an excitement about learning with and from each other
- ***Ease in communication*** to quickly share and gather information
- Use of ***teams and groups*** for problem solving and decision-making

# **To Create a Learning Community**

## **1. Learn More about Each Other**

- a. Recognize and Value our Diversity
- b. Identify Available Resources
- c. Enhance Willingness to Share
- d. Develop Networks and Relationships

## **2. Learn to Work Effectively in Groups**

- a. Improve Problem Solving Ability,  
Decision Quality and Commitment for  
Implementation
- b. Create and Share Knowledge

# Recognition of our Diversity

- One key dimension of the class diversity is its cross cultural and international character.
  - A rich basis for learning in a global business world
- **Our first exercise:**
  - At each table, determine in how many languages your group can say “hello”
  - Write the word and the language down
  - Let’s see which group has most

# Sample Dimensions of Diversity

- How many persons are from countries other than the United States?
- How many of you have degrees in science, engineering or technology?
- How many of you have degrees in business, health, education or other professions?
- How many of you have degrees in the social sciences, humanities or arts?
- How many of you have some management or supervisory experience?

# Learning About Each Other

Developing a Knowledge of  
the Resources in the  
Learning Community

**How Does**

**Really Getting to Know Someone**



**Happen?**

The Traditional Process of  
“Getting to Know Someone” is  
Typically:

**Slow**

**Uneven**

**Inefficient**

# **We Often:**

- Obtain information about others over an extended time
- Learn about others in bits and fragments
- Get different information about the various people who we “know”
- Don’t know important things about people who we “know”



**We want to ---**

# **ENHANCE**

- Make Faster
- More Efficient
- More Consistent

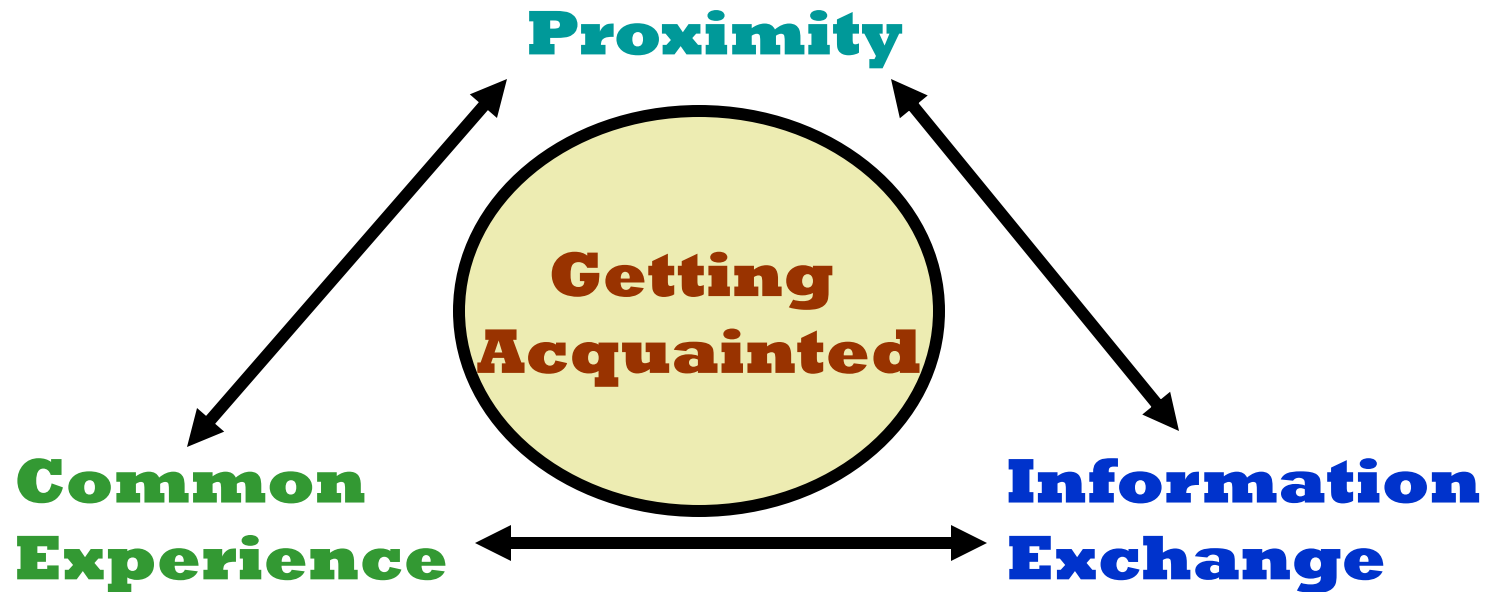
**The “Getting Acquainted” Process**

# Getting to Know Someone and Learning About Them Involves One or More of the Following:

- Proximity
- Information Exchange
- Common Experience



# *Getting Acquainted*



**These elements of the “getting acquainted” process can work together in different ways and to different degrees.**

**NEWSPRINT**

**E  
X  
E  
R  
C  
I  
S  
E**

1. Name

# Getting to Know My Colleagues

After we have completed filling out the newsprint questions, lets do the following:

- First, stand up and spend a few minutes reading the newsprint answers for those at your table.
- Second, when I signal you, move away from your table and circulate among the other classmates to read their responses.

# One Word Exercise

The objective of this exercise is to learn more about our colleagues and gain an appreciation of diverse ways of viewing the world.

- Each person is to relax, clear his/her mind.
- Think of **ONE WORD** – just one word – which you feel best describes or encapsulates living a good life.
- Then, write down the one word and provide a brief explanation as to what it means
- You will then be asked to share you word and its meaning with your colleagues.

# Lunch and Learn!





# Small Group/Team Decision Making

Processes to Enhance Decision  
Quality and Member Commitment

# EFFECTIVE TEAM PROCESS

Research indicates that the majority of employees in today's organizations are involved in important team based activity.

However, most don't have any training in effective group decision-making and effective interpersonal process in teams.



# **What Do Employers Want?**

A 2014 survey by the National Association of Colleges and Employers found that the most important “skill quality” that employers look for in hiring a candidate was:

**Ability to work in a team structure!**

# Experience with Group Process

Research indicates that experience with group decision-making is often viewed as:

- Time consuming and not efficient
- Frustrating in reaching a decision
- Not perceived as effective

Everyone wants to reach some conclusion or agreement, but they also want to make their point heard and have it considered.

# When Do Groups Do Better?

It really depends on the type of problem and the nature of the group.

- **Type of problem** – groups are best on **complex problems** where there is not an obvious answer
- **Nature of the group** – groups are best with a **diverse and heterogeneous** set of persons who respect each other and **feel free to contribute** their ideas to the group product.

# Why Group Decisions Can Be Better

Group decisions on complex problems can be better than individual decisions because:

- **Pooling of resources**
- **Multiple Perspectives**
- **Scattering of errors**
- **Extra influence of positions based on logic and reason**
- **Division of labor**

# Alternative Methods for Group Decision-Making

- **Autocratic Decision**
- **Majority Vote**
- **Nominal Group Decision**
- **Political Bargaining “Log Rolling”**
- **Consensus Decision**

## *Key Issues*

- **Quality – Accuracy & solves problem**
- **Commitment – Acceptability & willingness to implement**

# Guides for Consensus Decision-Making

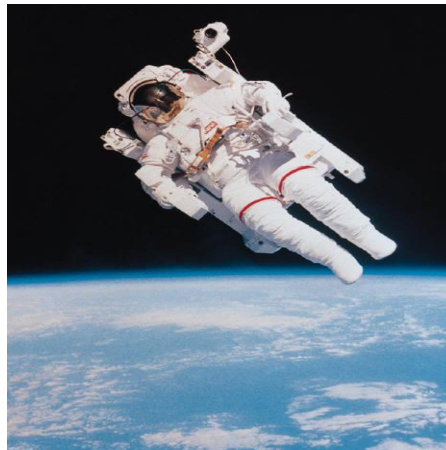
- **Draw out and respect** the other's point of view
- Focus on the **problem**, not the person
- Argue for your point, but **don't be dogmatic and inflexible**
- Use **logic and reasoning** in your approach
- If you reach an **impasse**
  - Search for acceptable alternatives
  - Go on to other issues and return later to this one



# **The NASA Task**

or

**“Lost on the Moon”**



# **Some Guidelines**

If you have participated in the exercise before, say nothing about it – participate in the process and see how well you can implement your knowledge.

Try to get the lowest “error score” – see which team can function most synergistically.

Professor Craft cannot answer questions – you have all of the information that is available

# Beginning the Exercise



- Read the situation described in the Exercise
- Do your ranking of the survival items
- When instructed by Prof. Craft, begin the decision-making process with your team members
- Practice the process of consensus decision-making in your group process
- You have 35 minutes for decision-making

# Scores on the NASA Task

Based on experience, you can evaluate how your score and your group's score differs from the NASA expert ranking.

0 – 25      Excellent

26 – 32     Good

33 – 45     Average

46 – 55     Fair

56 – 70     Poor – suggests use of Earth bound logic!

71 – 112    Very Poor – you are one of the casualties  
of the space program.

# Data Feedback of Group Decision-Making Exercise

<b>Group</b>	<u>Average</u> Error Score of Group Members <b>(A)</b>	Error Score of Most Accurate Group Member <b>(C)</b>	Group Error Score <b>(B)</b>	Gain or Loss over Avg. Error Score <b>(A-B)</b>	Individuals Superior to Group Score <b>(How Many?)</b>	Gain or Loss over Most Accurate Individual <b>(C-B)</b>
1						
2						
3						
4						
5						

# Interpreting Outcomes

- Column A is the “average intelligence” in the group before consensus discussion.
- The 4<sup>th</sup> column ( $A - B$ ) is the “synergy score” – the gain (if any) over this average intelligence due to consensus decision-making.
- The 6<sup>th</sup> column ( $C - B$ ) indicates whether the group did better than or worse than the best intelligence in the group.

# Best Scores on the Task

- The best group error score I know of is 8. This was achieved by a group of senior vice presidents of strategic planning from 15 leading corporations in the USA.
- The best score achieved by any of the MBA classes is 12 – this was an Executive group.
- In trained groups, the 4<sup>th</sup> column “synergy score” is virtually always better than the average intelligence of the group.
- In untrained groups, it varies. The synergy score tends to be positive but in a much smaller proportion of cases.

# Process and Procedure in NASA Task Decision-Making

## **1. Planning vs. Doing**

## **2. Decompose the Problem – Define Strategic Objectives**

- Survival (What is needed to maintain life?)
- Transportation (Getting there)

## **3. Test Assumptions (Get Consensus)**

- Magnetic field
- Light side/dark side
- Oxygen on the moon



## **4. Check Group Resources**

- Who knows what?
- Experience?

## **5. Organize the Problem (How Going to Handle the Task)**

- Divide items into High, Low, Other

## **6. Process of Drawing Out Information**

- Direction of communication
- Efforts at inclusion

# Guides for Consensus Decision-Making

- **Draw out and respect** the other's point of view
- Focus on the **problem**, not the person
- Argue for your point, but **don't be dogmatic and inflexible**
- Use **logic and reasoning** in your approach
- If you reach an **impasse**
  - Search for acceptable alternatives
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# Becoming a Learning Community

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While you are not yet a “Learning Community”  
--- you are well on your way to becoming one.

- You know more about the resources in your class that you can draw upon
- You have the basic ideas of how to work effectively in group decision contexts
- You are more relaxed and willing to share ideas, feelings and experiences.
- You are beginning to build relationships and networks!

**KATZ** **READY.**

**Good Luck in the  
MBA or MS Program!**

**I look forward to  
working with you  
as you progress in  
the program.**

# Strengths Finder Workshop

Heather D'Alesandro

# End of the Day Wrap Up

**Liz Agey**

**Student Activities Coordinator**