

Spotlight on Center Members

Admiral Perry to the rescue . . .



The reorganization of the Center has not allowed time for the important task of keeping track of membership rolls. Recently **MPhil degree candidate, KIMBERLY PERRY**, volunteered to serve as our new Membership Coordinator. Now knee-deep in files and documents, Kim will soon be in touch with members to be sure our records are up-to-date.

Pennington Featured in Philadelphia Business Journal Article

MPhil degree candidate, LINDA PENNINGTON

(MSOD '05), began working on her first Organizational Dynamics degree in 2004. At that time, she had just completed 20 years as executive director for Montgomery, McCracken, Walker, and Rhoads law firm. Interested in leadership and coaching, she wrote her capstone paper on "Coaching the Un-coachable: Delivering Coaching Services to the Private Law Firm." She started practicing what she preached and now has her own thriving business providing leadership coaching to lawyers. On September 29, she was featured in the *Philadelphia Business Journal*, in the article, "Lawyers Take Lessons on Leadership," by Jeff Blumen-thal.



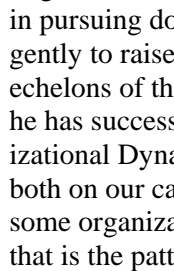
"In the past decade, large law firms have brought professional development staff in-house to work with associates and have sent younger partners and senior associates to business development training. . . ." he writes, then quotes Pennington: "When law firms think of leadership . . . they automatically refer to serving as managing partners, chairmen, practice leaders and executive committee members'. But" he continues, "[Pennington's] coaching focuses on informal leadership qualities such as social skills. She conducts a few sessions with a lawyer and cross references information gained with his or her co-workers to see if the self-perception jibes with the view others have of the lawyer's leadership skills. She then offers a critique and asks the lawyers to implement behavioral changes and report back on progress."

Of the courses she has taken in Organizational Dynamics, she asserts, "The curriculum, and in particular the coaching courses, provided a theoretical framework for transferring my years of management experience into a consulting perspective. Besides the intellectual excitement of new ideas . . . I learned many practical tools for helping people to pursue personal growth and meaning in their work."

Three Alums Pursuing Doctorates

Dr. Larry Starr, Executive Director of Graduate Studies, is well aware of the strong interest many Organizational Dynamics degree candidates have in pursuing doctoral studies. He has worked diligently to raise awareness and interest in the upper echelons of the University's administration, and he has successfully built bridges between Organizational Dynamics and other graduate programs, both on our campus and at other institutions. Alas, some organizations change very, very slowly, and that is the pattern at Penn. "At present we are hopeful that we can form, under the aegis of one of the schools at Penn, a resource network that will serve our alumni and others who wish to pursue advanced degrees while continuing to meet their professional and family obligations. It will take time," he says.

Undaunted by the University's slow motion, several of our alumni are currently enrolled in doctoral programs at other universities: **ALIDA MOOSE, MSOD '03, MPhil '04, JOE FASANELLA, MSOD '04, MPhil '05, and T.R. RAMANATHAN, MSOD and MPhil '04.**



Moose, who is enrolled in the Executive Leadership Doctoral Program at George Washington University in Washington, D.C., will earn an Ed.D. at the completion of her three-year course of study. She reports that G.W. does not accept any Master's courses towards the doctoral requirements, but rather brings in "cohort" classes with the expectation that each student will fulfill all doctoral requirements. Only one-third of the applicants to her program were admitted, she says.

While she continues to work full-time in Life and Annuity Services at Penn Mutual Life Insurance Co., Moose is considered to be a full-time student, taking three courses per term, driving to G.W. on a Thursday night and attending classes on Friday and Saturday once each month. There is also a ten-day residency requirement in June each year. How does she manage? ". . . the discipline I adopted at Penn has supported me throughout the year." She feels the cohort aspect of the program "makes it fun. We have created norms for ourselves and the bonds are already very strong."

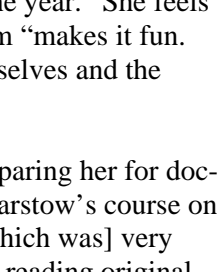
Of particular importance in preparing her doctoral studies was "[Dr. Alan] Barstow's course on the historical aspect of O.D. [which was] very helpful because of the focus on reading original articles of early researchers. Much of my reading [at G.W.] is derived directly from journals."

Moose says O.D. students interested in furthering their studies should "become disciplined in handling heavy reading assignments and become more familiar with other resources through the bibliographies in your books. Also, . . . pay attention to the theories current thinkers are basing their research upon. Thinking about what . . . question you wish to pursue . . . for your papers is a good way to begin the process of questioning, analyzing, focusing your inquiry, and continuing the discourse others have started before you."

Information on the George Washington Program can be found at <http://chaos.va.gwu.edu/cs/prop/academics/csl/doctor.html>.

Fasanella and Ramanathan have somewhat longer commutes—to Europe!

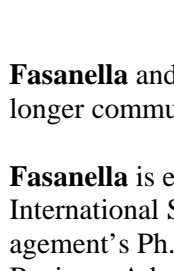
Fasanella is enrolled in the International School of Management's Ph.D. program in Business Administration, located in Paris, France, which he discovered in an advertisement in *The Economist*. This program offers several plans of study, and Fasanella has chosen to do four online courses, 30-hour teaching courses on the Paris campus, a four-intensive requirement, and a dissertation. He chose the online courses because "I want to broaden my understanding of the process. I have never done e-learning before and may have to do this in my future career." He plans to spend 3-5 years pursuing his degree. ISM would have waived some courses because he holds an MPhil, but, he says, "I decided I might as well take advantage of the whole opportunity" offered. He adds with a chuckle, "the price remained the same, waiver or no waiver!"



"The entire [Organizational Dynamics] program was helpful" in preparing him for his pursuits, "especially the international seminars that broadened my world view and made me look beyond our shores" for a doctoral program. "The qualitative and quantitative research courses I took will serve me well, and all the papers I wrote have given me good practice!"

His advice to others thinking of going on for a doctoral degree? "The big challenge is that there are so many different programs out there. First, you must decide what you want to do with your degree when you're finished, then look 5-10 years out and ask 'Why am I doing this?' That process helped me winnow out the programs." He adds a word of warning: "Watch for accreditation!" He was looking at a program at Oxford which "has the name but wasn't accredited, whereas the ISM program was." Joe spent over a year deciding which course of study was the right fit for him, and he says he is willing to talk to anyone who is thinking about the doctorate. "I would like to be a conduit," he affirms.

For more information on this and other programs, visit the International School of Management website at <http://www.ism.edu/>.



Ramanathan's doctorate will also be in Business Administration, from the Newcastle business School at the University of Northumbria in Newcastle, England. The program is four years long, but the "qualitative and quantitative research methods courses I completed at Penn . . . helped me to get a full year exemption from the doctoral program. I was accepted directly into the second year of the program as a student in 'advanced standing.'

"The first two years of the program involve taught components, while the last two years are spent doing research . . . I have now passed all the taught components of the program and am currently working on my dissertation. I plan to submit my dissertation next year, . . . focus[ing] on Organizational Development and Change, looking at how change is managed in an IT organization in the context of outsourcing."

With regard to residency requirements, he says, "The taught components of my program are modular. A student has to complete four modules/courses during the first two years before embarking on research. Two modules are taken each year [each lasting the entire year]. There are two seminar style classes during each year of the first two

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and each lasts about eight days. In between these seminars, students work on a number of assignments. . . . This modular format works for me because I can keep my fulltime job while pursuing my doctorate.

"Further, I was able to use my vacation time to attend the seminars. The last two years of the program (i.e., research component) can be completed on a full-time or part-time basis. Part-time allows you more time to complete the research, whereas full time allows you only two years to complete [it]. I have taken the part-time route."

Ramanathan found his program by "researching on the internet/university websites and by contacting universities by email." He advises that "if someone is planning to do a doctorate in Organizational Dynamics or a management area, I recommend that they take coursework related to these areas at the MS level in order to gain a solid understanding of the subject area. (Also, this could help you get some coursework exempted/waived at the doctoral level). I also recommend that they take both qualitative and quantitative research methods courses (one each), which can be very useful."

Information on the Newcastle program can be found at <http://www.newcastlebusinessschool.co.uk/dba.aspx>.

The students had a few suggestions on how Organizational Dynamics could better prepare future potential doctoral candidates. Among them:

- ◆ O.D. could enforce higher writing standards. [Doctoral] faculty are tough on the writing! There is much greater emphasis on supporting one's statements with citations.
- ◆ It would be useful if more courses were offered in each of the concentrations, so that if a student decides to go on, he/she can take extra coursework in areas related to their doctoral interests.
- ◆ O.D. should offer more courses in research methods (both quantitative and qualitative).

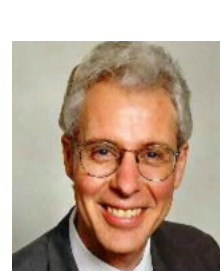
The moral of this story is, if you want a doctoral degree, don't wait.—As the goddess Nike once said, "Just do it!"

Calendar

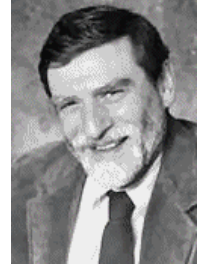
- November 15** [Information Session](#) for prospective **Organizational Dynamics students**—those interested in the new **P3** concentration are welcome, too.
- November 25** [Special Information Session](#) for prospective **P3** students
- November 29** [Special Information Session](#) for prospective **P3** students
- November 30** **Dinner Lecture on Organization Development and Change** [Robert Marshak, Ph.D.](#) "The Hidden Dimensions of Organizational Change"
- December 6** [Information Session](#) for prospective **Organizational Dynamics students**—those interested in the new **P3** concentration are welcome, too.
- December 9** [Special Information Session](#) for prospective **P3** (Projects, Portfolios, and Programs) students
- December 13** [Special Information Session](#) for prospective **P3** (Projects, Portfolios, and Programs) students

Editor's Note: The popular Dinner Lecture series allows all members of the Organizational Dynamics community—faculty, students, alumni, and Center Members—to come together for a meal and a stimulating talk by leaders in OD. Lectures are held at the Inn at Penn during the regular pre-class dinner hour, beginning at 5:15 p.m. and ending just before students must leave for class. There is no charge for Center Members.

Spotlight on the Faculty



The research of **DR. PAUL ALLISON** (left) and **DR. WALTER LICHT** is highlighted in the new issue of Arts and Sciences Magazine. Dr. Allison's study pertained to the effect the illness of one married partner has on his/her spouse. Dr.

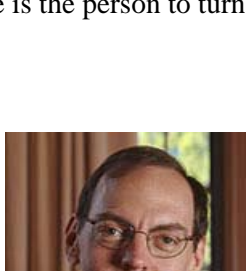


Licht looked at the effect the death of an industry has on an entire region. Go to <http://www.sas.upenn.edu/sasalum/newsltr/fall06/frontiers.pdf> to read the full stories.



DR. CHARLES BOSK has won the Provost's Award for Distinguished Ph.D. Teaching and Mentoring. The award "is intended to underscore the University's strategic emphasis on graduate education, by celebrating the accomplishments of faculty who show special distinction in doctoral education." A quotation from the citation for Dr. Bosk: ". . . A few comments from [Dr. Bosk] can transform an apparently immovable research obstacle into a rare opportunity. . . he is an extraordinary teacher and mentor and every graduate student knows that he is the person to turn to when they need support."

PROFESSOR JACQUES deLISLE has been named the Stephen Cozen Professor of Law. His distinguished career has included serving as an attorney/advisor to the Office of Legal Counsel in the U.S. Department of Justice, Director of the Asia Program at the Foreign Policy Research Institute, a member of the faculty in the Center for East Asia Studies at Penn and a member of the National Committee on U.S.-China Relations. He has been on the faculty at Penn Law since 1994, and as an expert on contemporary Chinese law and politics, he has conducted the Organizational Dynamics seminar in China for the past two years. His research deals with "the law and politics of the People's Republic of China (P.R.C.), China's approach to international law, Taiwan's international status, legal change and economic reform in China, Hong Kong's transition to and political-legal development under Chinese rule, and public international law."



It won't surprise anyone to learn that **DR. HENRY TEUNE** has been on the move! In June, Professor Teune made a presentation on Universities and Democracy at the Forum on Higher Education and Democratic Culture: Citizenship, Human Rights and Civic Responsibility convened by the Council of Europe in Strasbourg, France. University college presidents from the US participated with Rectors from European universities. He was a member of the Steering Committee with US and Council colleagues.

His article on "Innovation Driven Globalization: From Information to Research Societies" was published in *Sociological Essays for a Global Society*, C. Marcuello and J.L. Fandos (eds.), University of Zaragoza Press.

Professor Teune participated in the inaugural event leading to the establishment of the Center for Local Development and Cultural Heritage in Balestrino, Italy, which is currently under construction.

In July he attended the International Fukuoka Science Association in Fukuoka, Japan where he organized two sessions on "The Politics of Local Global Relations." He also edited, with Krzysztof Ostrowski, *Global Relations in the New Democracies* wherein his paper, "The Future of Localities in a Globalized World" was published and subsequently presented to the World Congress. After the Congress, he traveled to Tokyo where he presented a paper, "Opening Systems: The Challenge of Globalization to Comparative Research" to the International Conference on Comparative Social Sciences at Sophia University.

In late July, he participated in the World Congress of the International Sociological Association in Durban, South Africa. He submitted a paper, "The Impact of Globalization on Local Democratic Development" and chaired a session in Symposium I on "Empowerment, Human Rights, and Human Security." He was a member of the Program committee and continues as Vice-President of the Research Committee on Comparative Sociology and Thematic Group on the Sociology of Local-Global Relations.

He participated in an APSA Workshop on Comparative Urban Politics: Re-Scaling the City, hosted by the Penn Institute for Urban Research on campus and then in a Roundtable on the future of comparative urban political research at the APSA meeting in Philadelphia.

In September, he attended the 5th Plenary Session of the Committee on Higher Education and Research of the Council of Europe as official United States Observer.

