



THE DARDEN SCHOOL READING SEMINARS IN MANAGEMENT COURSES 8240 & 8250, 2011-2012 Academic Year

TO: Students Enrolled in the Reading Seminars

FROM: Professors Colley, Stettinius, Walker, Jones, and Duke

DATE: June 10, 2011

SUBJ: Course Details for the Reading Seminars in Management, 2011-2012

The seminars are offered in both the Fall and Spring terms. Seminar I is offered the first half of each term and Seminar II is offered the second-half of each term. Students may take either or both Seminars depending on their preferences for the reading lists and other course schedules.

Additionally, a seminar (827) on Thomas Jefferson and an account of the Lewis and Clark expedition will be offered at the 4:30 pm time slot in quarters 2, 3, and 4. A separate syllabus provides details.

Please note:

1. Each section (A & B in Quarters 1 and III and C & D in Quarters II and IV) will be randomly divided into two or more discussion groups (with a target size of 12), with one group meeting on Monday and the other on Tuesday.
2. Each group will thus meet **once** a week for about 1 hour. **After reading the book of the week, you should write a one page, single-spaced free form summary of your thoughts about those aspects of the readings of most relevance to you and your interest in management and leadership, to be turned in to the instructor at the discussion.**
3. The total time for two class preparations and two class meetings should provide the time necessary each week to read the book, prepare the weekly paper, and meet once for discussion.
4. Each group will thus meet on either Monday or Tuesday, **but not both. Please note that when there are no Monday classes, the Monday groups will meet on Tuesday and the Tuesday groups will meet on Wednesday.**

READING SEMINARS IN MANAGEMENT (cont'd)

5. **All groups will meet in Room 245 or another conference room in the Faculty/Staff building.**
6. Non-Darden students should note the Fall and Spring Second Year Calendars included here, which explain the changing schedule for early-week courses.
7. Attendance is very important because of the limited number of meetings. You may attend another section (once), if you have an unavoidable conflict and let your instructors know in advance.
8. A final paper will be required on some aspect of the readings. The paper should draw on at least two (2) of the readings in regard to some management topic. The length of the paper should not exceed 2,000 words, excluding footnotes and bibliography.
9. *The due dates for the papers are shown.* **If you are an outside student, you will need to go to our Darden Educational Materials Services (DEMS) located in Saunders Hall and request a student mailbox.**
10. **Elements of the Course Grade**
 - Class contribution 55%
 - Weekly Papers 20%
 - Final Papers 25%

DISCUSSION GROUPS Qt. 1 ('11-'12)

(as of 6/10/11)

Group 8240 A-1 Monday – 2:45 Room FOB 245	Group 8240 A-2 Tuesday – 2:45 Room FOB 245
Brownson, Katherine	Cahoy, David
Ellis, Thomas	Ferere, Melissa
Fernandes, Noel	Gera, Manish
Ize-Iyamu, Jonathan	Knerr, Peter
Knopman, Anne	Liu, Jia
Madhurapantula, Soujanya	Mehta, Sargam
O'Sullivan, Robert	Pan, Justin
Ramasubramanian, Bharath	Richmond, John
Srikanth, Shweta	Wang, Qi
Wilde, Jacqueline	Xie, Dan
Zhao, Chengsi	

Group 8240 B-1 Monday – 4:30 Room FOB 245	Group 8240 B-2 Tuesday – 4:30 Room FOB 245
Agarwal, Harsh	Agarwal, Ankur
Audena, Mackens	Buckman, Daniel
Chen, Charles	Darkwa, Grace
Goodman, Jodi	Graham, Lindsay
Hardwick, Karen	Henson, Timothy
Hvelplund, Anders	Hyvonen, Cole
Ivy, Christopher	Jaenicke, Benjamin
Jones, Theodore	McCann, Christopher
McLaughlin, Mark	Mei, Jia
Neerav, Nishant	Okon, Katherine
Sajadi, Sara	Schneider, JoAnn
Shang, Qian	Singh, Anoop
Verma, Ashwani	Wang, Xuelu
Wright, Jonathan	Yeo, Wesley

READING SEMINARS IN MANAGEMENT ('11-'12)

Detailed Schedules

Reading Sem. I (8240 A and B) - 1st half Fall Sem. - Colley/Stettinius/Walker/Jones

<u>Title</u>	<u>Author</u>	<u>Publisher</u>
<i>The Portable Machiavelli</i>	Machiavelli	Penguin Books
<i>Andrew Carnegie</i>	David Nasaw	Penguin Books
<i>The Smartest Guys in the Room: The Amazing Rise and Scandalous Fall of Enron</i>	Bethany McLean and Peter Elkind	Penguin Books
<i>The Snowball: Warren Buffett and The Business of Life</i>	Alice Schroeder	Bantam
<i>iCon Steve Jobs</i>	Jeffrey S. Young and William L. Simon	Wiley
<i>My American Journey</i>	Colin Powell	Random House

Reading Sem. II (8250 A and B) - 2nd half Fall Sem. - Colley/Stettinius/Walker/Jones

<i>Morgan: American Financier</i>	Jean Strouse	Random House
<i>Churchill</i>	Paul Johnson	Viking
<i>When Genius Failed: The Rise and Fall of Long Term Capital Management</i>	Roger Lowenstein	Random House
<i>Jack: Straight from the Gut</i>	Jack Welch and John Byrne	Business Plus
<i>Long Walk to Freedom</i>	Nelson Mandela	Little, Brown & Co.
<i>The Art of War</i>	Edited by Clavell	Dell Publishing

READING SEMINARS IN MANAGEMENT ('11-'12)

Detailed Schedules

Reading Sem. I (8240 A and B) – 1st half. Fall Sem. - Colley/Stettinius/Walker/Jones

<u>Week of</u>	<u>Book</u>
August 29, 30	<i>The Portable Machiavelli</i> (Intro. & Prince)
September 5, 6	<i>Andrew Carnegie</i> (Ch 1-3, 8, 9, 15, 16, 18, 20-25, 31, 34)
September 12, 13	<i>The Smartest Guys in the Room: Enron</i> (Ch 1-5, 7-11, 13, 19-22)
September 19, 20	<i>The Snowball: Warren Buffett</i> (Parts 2, 3, 5 (long but worth it))
September 26, 27	<i>iCon Steve Jobs</i> (Part 1, Ch. 8, Part 3)
October 3, 4	<i>My American Journey</i> (Ch. 1-10)
October 12, 4:30 p.m.	Course papers due

Reading Sem. II (8250 A and B) - 2nd half. Fall Sem. - Colley/Stettinius/Walker/Jones

<u>Week of</u>	<u>Book</u>
October 24, 25	<i>Morgan: American Financier</i> (Ch 1-10, 18, 23, 28)
October 31, Nov. 1	<i>Churchill</i> (Complete)
November 7, 8	<i>When Genius Failed</i> (Complete)
November 14, 15	<i>Jack: Straight from the Gut</i> (Sections 1&2, Ch. 15, Section 5)
November 21, 22	<i>Long Walk to Freedom</i> (Parts 3, 5, 8-10)
November 28, 29	<i>The Art of War</i> (Complete)
December , 13, 4:30 p.m.	Course papers due

READING SEMINARS IN MANAGEMENT ('11-'12)

Detailed Schedules

Reading Sem. I (8240 C and D)-1st half. Spring Sem. - Colley/Stettinius/Walker/Jones

<u>Week of</u>	<u>Book</u>
January 23, 24	<i>The Portable Machiavelli</i> (Intro. & Prince)
January 30, 31	<i>Andrew Carnegie</i> (Ch 1-3, 8, 9, 15, 16, 18, 20-25, 31, 34)
February 6, 7	<i>The Smartest Guys in the Room: Enron</i> (Ch 1-5, 7-11, 13, 19-22)
February 13, 14	<i>The Snowball: Warren Buffett</i> (Parts 2, 3, 5 (long but worth it))
February 20, 21	<i>iCon Steve Jobs</i> (Part 1, Ch. 8, Part 3)
February 27, 28	<i>My American Journey</i> (Ch. 1-10)
March 14, 4:30 p.m.	Course papers due

Reading Sem.II (8250 C and D)-2nd half. Spring Sem. - Colley/Stettinius/Walker/Jones

<u>Week of</u>	<u>Book</u>
March 26, 27	<i>Morgan: American Financier</i> (Ch 1-10, 18, 23, 28)
April 2, 3	<i>Churchill</i> (Complete)
April 9, 10	<i>When Genius Failed</i> (Complete)
April 16, 17	<i>Jack: Straight from the Gut</i> (Sections 1&2, Ch. 15, Section 5)
April 23, 24	<i>Long Walk to Freedom</i> (Parts 3, 5, 8-10)
April 30, May 1	<i>The Art of War</i> (Complete)
May 9, 4:30 p.m.	Course papers due

BIOGRAPHICAL DATA
as of August 2010

Name Wallace Stettinius
Title Retired Chairman, Cadmus Communications Corporation

Address 206 Dryden Lane
 Richmond, Virginia, 23229
 Telephone & Fax: 804-740-8283
 E-Mail: Wstett@AOL.Com.

Personal *Date of Birth:* March 4, 1933 *Place of Birth:* New York City
Wife's Name: Mary *Date of Marriage:* June 25, 1958
Children: Three *Grandchildren:* Seven
Religious Affiliation: St. Mary's Episcopal Church

Education University of Virginia, BA 1955; MBA, 1959
 Virginia Union University, Doctor of Humane Letters (Honorary), 2004
 Raven Society, ODK, Eli Banana. Beta Gamma Sigma

Military Service U.S. Marine Corps – Active duty, 1955-57 (Rank: Captain)

Scholarly Activities

Teaching

- Senior Executive Fellow, School of Business, Virginia Commonwealth University 1995 - present
- Lecturer, Darden Graduate School of Business Administration, University of Virginia 1995 - present
- Lecturer - University of Richmond School of Business Evening School 1964-1973

Visiting Executive, Programs & Lectures

- Faculty - Printing Industries of America Exec. Dev. Program 1970 – 2001
- Faculty - NAPL Management Institute 1995 - 2002
- Numerous Printing Industry seminars and conferences since 1968
- University of Richmond Jepson School of Leadership Studies -
- Mary Washington College
- Rochester Institute of Technology
- Hampden-Sydney College
- Virginia Union University
- Collegiate Schools Summer Economic Institute
- Advisory Board SAM Advanced Management Journal
- Co-Chair, Printing Industries of America Futures Studies: Print 2000 (1990), Bridging to a Digital Future (1994)

- Author*
- Management Planning & Control: The Printer's Path To Profitability – 1975 Printing Industries of America (PIA)
 - The Asset Game: It's Your Move – 1982 (PIA)
 - Running In The Black - 1984 (Co-authored with Arthur Andersen) (PIA)
 - Winning In A Changing Environment – 1995 (PIA)
 - Corporate Governance - 2003 (Co-authored) (McGraw Hill)
 - What Is Corporate Governance? – 2004 (Co-authored) (McGraw Hill)
 - How to Plan and Execute Strategy – 2005 (Co-authored) (McGraw Hill)
 - Principles of General Management – 2007 (Co-authored) (Yale Press)
 - Numerous Articles, Papers and Cases
- Professional Awards*
- Craftsmen Clubs Golden Key Award for Best Business Article in a Trade Journal in 1971
- Printing Industry*
- PIA - Elmer G. Voight Award
 - Friedman Memorial Medal for 1982
 - Printing Industry Hall of Fame
 - Printing Industry Executive of the Year - 1993
 - Graphic Arts Leader of Americas Award - 1995
 - NAPL Soderstrom Award –1999
- Other Service*
- Darden School Distinguished Alumnus Award
 - Beta Gamma Sigma Business Honor Society (VCU)
 - SME - Richmond Top Management Award 1988
 - U.Va. Raven Award - 1998
 - Richmond Business Hall of Fame -1998
 - Alexis DeToucqueville Award (Richmond United Way) - 1995
 - National Conference of Christians and Jews Humanitarian Award – Richmond - 1995
 - Urban League (Richmond) Lifetime Achievement Award -1996
 - Boy Scouts of America – Distinguished Citizen Award - 1997
 - Virginia Commonwealth University Founders Society
 - Fund Raising Executives – Lifetime Philanthropy Award – 2000
 - Salvation Army Community Service Award –2001
 - Westminster-Canterbury: Lettie Pate Whitehead Evans Award – 2002

**Business
Boards**

Current

- Director, Grayco (Private Real Estate and Timber Business)
- Cadence, Inc.

Prior

- Cadmus Communications Corp.
- Chesapeake Corporation
- Consulting Partner, Commonwealth Investors II, L.P.
- Director- First & Merchants-Sovran-C&S/Sovran,
- Director - NationsBank of Virginia
- Director - American Filtrona Corporation
- Northwestern Mutual Life Insurance Company - Policy Holders Examining Committee 1988-1989
- Director - Virginia Metalcrafters, Inc.
- Director - Virginia Capital Corporation

Civic Boards

Past

- The Collegiate School – Life Time member, Past Chair (2)
- Virginia Union University – past Vice Chairman
- St. Mary’s Episcopal Church – Vestry, Senior Warden Chairman, Planning and Building Committees
- Virginia Commonwealth University
Business School Council – Chair
Foundation – Chair
- University of Virginia –
Darden School Foundation – Chair
Student Aid Foundation
Darden School – Dean’s Search Committee
Executive Committee – Capital Fund Drive
- Crippled Children’s Hospital
- Friends Association For Children – Chair
- Richmond Memorial Hospital Foundation
- Salvation Army Advisory Board – Chair
- Virginia Home for Boys – Chair
- Richmond Renaissance
- Valentine Museum
- Commonwealth Club
- Greater Richmond Chamber of Commerce – WIRE Task Force – Chair
- Greater Richmond Community Foundation - Chair

Résumé

April 16, 1996

JAMES R. WALKER**THE UNIVERSITY OF VIRGINIA**

Darden Graduate School of Business Administration
 Visiting Lecturer of Business Administration

EDUCATION

B.S	Medical College of Virginia, 1972 Member Rho Chi Society Member Sigma Zeta Society
MBA	Darden School, University of Virginia, 1975 Elected Alumni Member of the Raven Society

PROFESSIONAL EXPERIENCE

1996	Visiting Lecturer in Business Administration Darden Graduate School of Business Administration University of Virginia
1979-1986	Smith Kline Beecham
1985-1986	Director, National Accounts
1984	Product Manager
1982-1983	Manager of Advertising and Sales Promotion - U.S.
1980-1981	Director of Marketing - Italy
1979	Manager U.S. Market Research
1975-1978	Eli Lilly & Company
1978	Assistant to the President
1977	International Marketing Management
1975-1976	Sales
1973-1992	U.S. Navy - Medical Service Corp. Officer with various active duty and reserve positions in healthcare management. Retired at rank of Commander

BUSINESS INTERESTS

1993 - Present	President/Owner, JRW of Delaware, Inc. JRW owns and operates aircraft for charter.
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- 1988 - Present **President/Owner, Hammersley Motors, Inc.**
 Hammersley is a franchised dealer for BMW, Mercedes-Benz, Lincoln-Mercury, Isuzu, Volkswagen, and Subaru
- 1986 - Present **President/Owner, Sims Wholesale Co., Inc.**
 Sims is a wholesale distributor of beer, wine, and soft drinks in the Lynchburg area.
- 1985 - Present **Member, Advisory Committee, C.B. Fleet Company, Inc.**
 C.B. Fleet is a privately-held manufacturer of pharmaceuticals

COMMUNITY ACTIVITIES

Trustee, Seven Hills School
 Trustee, Patrick Henry National Memorial
 Trustee, Virginia Student Aid Foundation

BUSINESS ADDRESS

Sims Wholesale Co., Inc.
 3245 Forest Brook Road
 Lynchburg, VA 24501
 Tel: (804) 385-7822.
 Fax: (804) 385-7826

HOME ADDRESS

303 Howard Drive
 Lynchburg, VA 24503

LISA O. JONES

President
Pavilion Properties
Peter Jefferson Place
355 Worrell Drive
Charlottesville, VA 22911
T: 434-923-8800
F: 434-297-3755
lisajones@pavilionproperties.com

PROFESSIONAL EXPERIENCE

Lisa Jones started Pavilion Properties in 1997 and since that time has focused mainly on the development of Peter Jefferson Place, a 240 acre, mixed-use project in Charlottesville, Virginia. Responsibilities included assisting in revising master plan, rezoning and infrastructure design, developing marketing plan, negotiating land sales, build-to-suit proposals and leases, establishing park covenants and restrictions, design guidelines and co-coordinating architects, engineers and contractors.

Prior to starting Pavilion Properties, Ms. Jones had worked with the Kessler Group on the development of planned mixed use communities including Glenmore and Forest Lakes in addition to developing a number of independent projects which ranged from retail centers to urban office buildings.

Ms. Jones was in Richmond prior to 1993 working with Childress Klein Properties and The Trammell Crow Company developing suburban office, office warehouse and large warehouse facilities.

SIGNIFICANT PROJECTS

Developer/owner of the Millmont Shops (CJS, LLC), 21,000 square foot retail center in Charlottesville, Virginia. Negotiated land purchase, rezoned property, assembled investors, arranged project financing, chose architect and contractor, negotiated contracts, managed construction, identified tenants, negotiated leases, coordinated tenant upfit and secured permanent financing.

Assembled team of professionals including architects, builder, and developer chosen from field of 32 developers and contractors to develop the 85,000 square foot Lexis building in Charlottesville, Virginia. .

Spearheaded the assemblage and rezoning of over 230 acres for the Media General Headquarters in Hanover County, Virginia. The process included extensive negotiations between company officials, county representatives, and various utility and transportation concerns.

Project manager for the development and leasing of the Arboretum. The Arboretum is a large-scale mixed-use project in Chesterfield County that was awarded the Richmond Real Estate Group Project on the Year in 1989. Negotiated built-to-suit for 77,000 square foot building for Roche Biomedical in Villa Park in Henrico County. Acted as project manager, coordinated design and construction of facility.

AFFILIATIONS

- Virginia Real Estate Broker's License
- University of Virginia Darden Trustee (ex-officio)
- University of Virginia Darden Alumni Board Chairman
- Saint Anne's Belfield Building and Grounds Committee
- Former NAIOP Board member,
- Founding member of CREW Richmond Chapter (Commercial Real Estate Women)

EDUCATION

- MBA Colgate Darden School, University of Virginia, 1985 (faculty award for academic excellence)
- BA with Distinction, Economics, University of Virginia, 1981

PROFESSIONAL EXPERIENCE

Lisa Jones started Pavilion Properties in 1997 and since that time has focused mainly on the development of Peter Jefferson Place, a 240 acre, mixed-use project in Charlottesville, Virginia. Responsibilities included assisting in revising master plan, rezoning and infrastructure design, developing marketing plan, negotiating land sales, build-to-suit proposals and leases, establishing park covenants and restrictions, design guidelines and co-coordinating architects, engineers and contractors.

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- BA with Distinction, Economics, University of Virginia, 1981

THOMAS P. DUKE4510 North 37th Street

Arlington, VA 22207

tpageduke@gmail.com

917-842-9727

SUMMARY

Experienced leader in the banking and investment banking industries, for over 35 years, desires to transition to career in education or nonprofit development.

EDUCATION AND AFFILIATIONS**University of Virginia (MBA, '71, B.S, McIntire '69)**

Member of NCOUR, McIntire School Board of Advisors, Annual Giving Committee, Lawn Society

PROFESSIONAL EXPERIENCE**Sandler O'Neill & Partners, LP*****Principal, Investment Banking Group (1994-2009)***

Managed group which completed 83 conversions and demutualizations for thrifts and insurance companies, making the firm the recognized leader in the industry; specialized in mutual to stock conversions, mergers and acquisitions, capital formation and investment management for financial institutions; participated in development of management strategies for nation's leading investment banking boutique serving the financial services industry.

Adams Cohen Securities***Managing Director (1989-1994)***

Developed mutual to stock conversion business line and led firm to top position as purveyor of this service; thereafter, firm merged with Sandler O'Neill & Partners, LP; specialized in the advice and execution of capital raising strategies.

First American Savings, Greensboro, NC***Chief Financial Officer (1988-1989)***

Responsible for integrity of all financial reporting, investment management, accounting, financial planning and internal audit functions for \$1.0 billion asset size bank.

Trident Financial Corporation***Managing Director (1982-1987)***

Managed Washington, DC office for firm, which was a leader in providing financial valuation services to the banking industry; specialized in financial valuations, capital markets, mergers and acquisitions and financial advisory services.

RMIC Corporation***Chief Financial Officer (1975-1981)***

Responsible for managing the finance function of publicly held mortgage insurance company, including investment management, capital planning and expansion, investor relations, and acquisition analysis.

Wachovia Bank & Trust Co.***Corporate Accounts Banking Officer (1971-1975)***

Recruited as banking officer with responsibility for growing and maintaining relationships with corporate clients nationwide.