



## *Teaching Management*

How can every management class be a dynamic, unforgettable experience? This much-needed book distills over half a century of the authors' combined experience as university professors, consultants, and advisors to corporate training departments. In a lively, hands-on fashion, it describes the fundamental elements in every learning situation, allowing readers to adapt the suggestions to their particular teaching context. It sparks reflection on what we do in the classroom, why we do it, and how it might be done more effectively. The chapters are broadly organized according to things done before class, during class, and in between and after class, so that every instructor, whether newly minted Ph.D.s facing their first classroom experience, experienced faculty looking to polish their teaching techniques, consultants who want to have more impact, or corporate trainers wishing to develop in-house teaching skills, can benefit from the invaluable advice given.

JAMES G. S. CLAWSON and MARK E. HASKINS are Professors of Business Administration at the Darden Graduate School of Business Administration, University of Virginia.

### Advance praise for *Teaching Management*

“I have never understood why the academic world does so little to prepare new faculty members for the most important work they do – teaching. Now that Jim Clawson and Mark Haskins have created this thoughtful field guide to the complex issues and problems inherent in teaching any subject matter, omitting this work as preparation would be like sending soldiers to battle without ammunition or armor. The many insights in this book are gleaned from a career in education and from imparting it to new faculty at the Darden School – known for outstanding educators – and we should all be grateful that so much wisdom has at last been codified.”

**Allan R. Cohen**, *Edward A. Madden Professor and Director of Corporate Entrepreneurship, Babson College*

“Bravo! Finally a book that acknowledges academia’s best-kept secret – no one’s been teaching the professor how to teach. Clawson and Haskins have created a practical guide that explores both the magic and mechanics of good teaching and learning. The mix of theory and practice, accessible writing style, and structured opportunities for readers to think about their own teaching make this a wonderful resource for young educators and seasoned veterans alike.”

**Joan V. Gallos**, *Professor of Leadership, Henry W. Bloch School of Business and Public Administration and former Dean of the School of Education, University of Missouri-Kansas City*

“At our Leadership Learning Center in Eastern Kazakhstan, working with Darden, KIMEP and KAFU, we have been lacking the essential tool for ensuring that we can confidently and consistently bring first-class instruction to our leaders in-country, in their native tongue. We have been searching for the appropriate ‘train-the-trainer tool’ and Clawson’s and Haskin’s book has fulfilled this need by helping us to transform our instruction style successfully.”

**Dale Perry**, *President, AES Kazakhstan*

“In one well-organized volume, Clawson and Haskins have created a comprehensive, engaging, and useful handbook for new and experienced management educators. Students of business administration,

degree and nondegree, will be the real beneficiaries of this extraordinary work by two master teachers.”

**John W. Rosenblum**, *Dean Emeritus, Darden Graduate School of Business Administration, University of Virginia*

“Clawson and Haskins have made an outstanding contribution to the teaching field! This is an excellent resource for experienced teachers, and should be required reading for all new doctoral students in the management disciplines.”

**Roy J. Lewicki**, *Fisher College of Business, The Ohio State University*

“The best sales person often gets promoted to be head of sales. The most brilliant engineer is frequently elevated to run the engineering department. And, an impressive background in management research and theory is often enough to qualify for a position with a consulting firm or a professorship at a business school. But, there is no intrinsic correlation between expertise in sales, engineering or management research/theory and the ability to teach or lead others. This brilliant book will show you how to bridge the gap! And, if you are already a skilled teacher, you will find this book to be an inspiration and guide to even greater effectiveness.”

**Michael J. Gelb**, author of *How to Think Like Leonardo DaVinci* and *Discover Your Genius*

“Wondering why your MBAs or executives seem uninterested in or resistant to what you teach? Want to know how to plan a course and class, choose the right method, develop new materials, employ technology effectively and evaluate students in a way that develops them? Grounded soundly in the precepts of adult learning, this book is an excellent A to Z guide to making you an inspiring and effective teacher of management.”

**Michael Beer**, *Professor Emeritus, Harvard Business School and Chairman, Center for Organizational Fitness*

“*Teaching Management* is a unique and valuable resource for those who want their teaching to be relevant to the knowledge, motivating to the student, and effective in achieving lasting learning. Firmly grounded in learning theory, it shows how to prepare and present in ways that

are based upon a lifetime of success in teaching. Jim Clawson and Mark Haskins have done a wonderful service to those who aspire to be successful in the classroom.”

**Nicholas Fritz**, *President, Knowledge Implementation Corporation*

“In *Teaching Management*, Jim Clawson and Mark Haskins have done an excellent job of detailing the preparation necessary to make a class appear spontaneous. I am glad they took the time to share their principles, which they have used so capably in the classroom.”

**Jay Kloosterboer**, *Executive Vice President – Business Excellence, AES Corporation*

“Reading this book is like getting a teaching certificate in management education. Two master teachers themselves, Clawson and Haskins have achieved an amazing balance between learning theory and practical, engaging approaches, between the rigor of academia and the interactive demands of corporate learners. Their encyclopedic survey of teaching methods ranges from valuable insights on classical approaches such as the case method all the way to action learning and simulations. This is the most comprehensive book on teaching business management that has ever been written. Both corporate trainers and management professors will return to it again and again for more insights and value.”

**David Giber, Ph.D.**, *Senior Vice President, Linkage, Inc., 25 years of experience in developing managers*

“For the first time in my professional career I have found a rare gem – a book that in a clear, structured, conceptually sound and yet engaging way distils the wisdom of the teaching profession. Most management teachers at the best business schools in the world have received a formidable academic education, but are self-trained in terms of their teaching skills. This excellent book provides valuable support for novices, and allows more experienced teachers to discover that what they have been doing for years fits into a ‘greater design’ and that there are more tricks of the trade to learn.”

**Nenad Filipović, Ph.D.**, *Professor of General Management, IEDC – Bled School of Management, Slovenia*

“Clawson and Haskins do an exceptional job of reminding management professors of the theoretical aspects of teaching and the

practical challenges of executing the vision of the chief executive. The text reminds the reader (and professors) of the breadth of knowledge and skills that are necessary to successfully manage and lead businesses of virtually any size. They succinctly discuss the range of topics that business students deserve to understand before graduating and the power of learning through the case study approach. Although perhaps intended for professors, I found this a motivating and instructive text for helping me identify opportunities for making my firm more successful.”

**Dennis J. Paustenbach**, *President and CEO, ChemRisk*

# Teaching Management

A Field Guide for Professors,  
Corporate Trainers, and Consultants

JAMES G. S. CLAWSON  
AND  
MARK E. HASKINS



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