

MBA205 Brief Course Outline

Date	Topic	Readings/Cases/Assignments	Assignments due
8/26	Course introduction	Course overview • Why everything that seems obvious isn't • Please, corporations, experiment on us • Moore on experimental design • WordSmith [In-class activity]	Pre-class questionnaire Post-WordSmith survey (due by midnight after class)
8/31	Motivating performance	The company where everyone knows everyone else's salary • The Psychology of Inequality • What motivates us	Make a wish
9/2	Performance appraisal	Managing employee performance • Self-fulfilling stereotypes • An imperfect test	Decision survey Performance appraisal Post-appraisal survey
9/9	Decision making	Common biases • Exam format	Grant a wish Appraisal feedback Speed Ventures pre-survey Team collaborative plan
9/11	Teams	Speed Ventures exercise • Connecting the dots	Propose exam question
9/14	Empowerment and engagement	The Wells Fargo hustle • Bad form, Wells Fargo • Corporate accounting and disclosure • Playing to Win [In-class activity]	
9/16	Midterm exam	Midterm questions (with answers)	Ratings of interviewees
9/21	Selection	The HR equation • Interpreting correlations • Don't trust your gut • Why companies are so bad at hiring	HR equation quiz
9/23	Diversity	Into the blindspot • Google searches its soul	Team diagnostic survey Take an IAT
9/28	Equity and inclusion	Managing Diversity and Inclusion at Yelp	Plan for final paper
9/30	Integrating divergent interests	New Drug exercise • Negotiation basics • Making rational decisions in negotiations	Negotiate New Drug
10/5	Innovation in teams	Welcome to the failure age • The nicest company in Silicon Valley	Lemonade Stand Negotiation feedback
10/7	Entrepreneurial leadership	Epic fails of the startup world • Mastering the machine • Market Entry Games [In-class activity]	Propose exam question
10/12	Leadership and change	Leadership is a choice • Milgram video • The Dilemma of Obedience	Final paper due
10/15	Final exam		Team work survey

bCourses module - Reading - Video - Podcast - Survey - Activity

Faculty Instructor:

Don Moore <dmoore@haas.berkeley.edu>

Graduate student instructor:

Sonya Mishra <sonya_mishra@haas.berkeley.edu>

Class meetings:

Gold – M&W, 9 to 11

Blue – M&W, 2 to 4

Office hours: by appointment

Course overview

This course is all about maximizing human potential: your own, your team's, and your organization's. You will learn innovative leadership tools for establishing and managing prosperous firms while simultaneously developing a thriving career for yourself.

Leadership is about coordinating the skills, talents, and resources of individuals and groups to best realize the organization's goals. You must make things happen, and often under conditions or schedules that are not of your own choosing. Innovative leadership requires managers to be able to diagnose problems, make effective decisions, influence and motivate others, manage their personal contacts, bring out the best in their colleagues, optimize cross-functional teams, and drive organizational change.

This course prepares you to achieve these objectives. It provides fundamental tools from the behavioral and social sciences that will improve your ability to analyze organizational dynamics, innovate, and lead effectively, while at the same time maintaining your own ethical compass.

Course format

Each class meeting will focus on a particular set of managerial skills. Our goal will be to distinguish between effective and ineffective tactics. We will accomplish this by discussing key concepts and analyzing related cases, including exercises and simulations we will conduct in class. You should come to class prepared to summarize key points from the day's readings and to contribute to the case analysis. As you complete the reading, ask yourself:

- What is the basic argument the author makes?
- What are the key concepts/principles?
- So what? How does this matter for organizations?
- What are the implications for the kinds of challenges I face as a leader?
- How can I apply this to my firm, my job, and my career?

Assignments and grading

Your final grade will be composed of three things:

- | | |
|------------------------------|-----|
| 1) Organizational experiment | 30% |
| 2) Course contribution | 30% |
| 3) Exams | 40% |

Organizational Experiment (30%)

Working in your study teams, you must design an experiment useful for testing the effectiveness of some organizational intervention. It forces you to apply lessons on experimentation, problem framing, and opportunity recognition. This is a chance for you to

explore an issue or an industry in which you are interested, drawing from course topics that you find most relevant and applicable. More information on this assignment appears at the end of this syllabus.

You must submit a brief (one paragraph) description of your project plan by the ninth class meeting.

The six-page final written report is due on the last day of class.

Please submit both via the bCourses web site.

Note that I will ask you to evaluate all the individual members of your study team and tell me about their contributions. Your individual grade will be a function of both the group grade and the grades you from your fellow group members.

Course Contribution

Class sessions will include active discussions based on the readings and the cases, with an emphasis both on theoretical questions and on practical implications. Especially valuable will be comments that connect course content with related ideas or insights.

Completion of class exercises (25%). There will be many exercises and homework assignments throughout the course that will require you to complete some assignment outside of class. Because they will help you get more out of the class, I want to give you a strong incentive to complete all these assignments. (It is easy to achieve perfect performance on this aspect of class simply by completing these assignments on time.)

The program office will assign you to a study team with which you will collaborate for the Organizational Experiment paper. As part of Teams@Haas you will (1) develop a Team Collaborative Plan, (2) complete a Team Dynamics Diagnostic survey (10-15 min), and (3) engage in a Team Check-in. These will be counted in your course contribution. All Questions regarding Teams@Haas can be directed to Shannon Rogers at rogers.shannon@berkeley.edu.

Points Earned (5%). Performance in various exercises during the class can earn you points.

Exams (40%)

The exams will assess how well you have learned the material by asking you to apply concepts, think critically, and analyze cases. Exam questions will cover material from readings, lectures, videos, cases, and class discussion. The exams will be open-book and open notes, and will be taken on computer. They will consist primarily of multiple-choice questions.

Midterm (10%). The midterm will test your mastery of material covered in the first half of the class.

Final (30%). The final exam will be cumulative, in the sense that it could include questions on anything we have covered since the start of the class. However, it will emphasize material covered since the mid-term.

Consideration for Classmates

A large class requires attention to fairness and respect for one another. Therefore, I propose the following simple course code of conduct:

- 1) Present and punctual. It enhances the value of the class not only for you but for everyone when you are present and attentive.
 - a) Follow Berkeley time: we start promptly 10 minutes after the hour. Feel free to arrive earlier.
 - b) Please keep your camera on and your face fully visible, insofar as you are able
 - c) Feel free to use a virtual background, but avoid one that could be distracting.

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- 2) Step up/step back to be inclusive. If you are usually quiet in class, raise your hand and share your wisdom. If you tend to raise your hand a lot, try to do so a little less to open the opportunity for others to contribute.
 - a) Mute your microphone except when speaking.
 - b) Use the "hand-raise" function when you'd like to speak.
 - c) Listen to one another and build on others' contributions.
 - d) Strive to create a safe and welcoming learning community.
 - e) There will not be enough time in class for all the worthwhile comments on all the topics we will encounter. Discussions can continue outside of class on [Slack](#).
 - 3) Low-tech to help your focus. Resolve to avoid electronic distractions.
 - a) Keep the class window active in your browser.
 - b) Use only programs related to class.
 - c) Refrain from sending messages unrelated to class.
 - d) Put your phone away.
 - e) Stay focused on class work
 - 4) Stay all class.
 - a) Arrive punctually and stay to the end.
 - b) Limit distracting behavior and food consumption.
 - c) Treat the virtual classroom as a professional space.

Grading Policies

1. Late assignments will not be accepted.
2. To appeal a grade, submit a written request explaining your position (along with the original assignment) within 7 days of receiving your grade. Document your points with the appropriate course material. After reviewing your explanation I may schedule a meeting with you to discuss the disputed issue(s). I reserve the right to re-grade the entire assignment when an appeal is submitted. This can result in a lower grade.
3. Consistent with UC Berkeley's honor code, cheating in any form will be met with the fullest sanctions permitted by the University.

Course Materials

There are more excellent readings on the subjects we cover in class than we can possibly cover in our seven short weeks together. If you want to know more about the topics we are covering, I recommend specific supplementary readings on the course web site.

These Remarkable Times

The coronavirus pandemic is complicating all of our lives in innumerable ways. Protecting each other from infection is just one of the ways we can care for each other.

- You are always welcome to talk to me about things you are going through.
- If I cannot help you I will try to help identify others who can.
- If you need extra help, or need to miss class, or need extra time on assignments, please ask.
- You do not owe me personal information about your health, mental or physical.