

Building Successful Careers and Organizations

15.S16

Spring 2017 – H1 (6 units)

Section A: Thursdays 4:00 – 7:00pm in E62-276

Professor Emilio J. Castilla
Massachusetts Institute of Technology
Sloan School of Management
100 Main Street, Room E62-332
Cambridge, MA 02142

Office: E62-332
Phone: (617) 253-0286
Fax: (617) 253-7696
E-mail: ecastilla@mit.edu

Office Hours: By appointment

Teaching Assistant:
Melissa Staha
Office: E62-368
E-mail: staha@mit.edu

Faculty Bio

Emilio J. Castilla is the NTU Professor of Management at the MIT Sloan School of Management. Castilla joined the MIT Sloan faculty in 2005, after being a faculty member in the Management Department of the Wharton School at the University of Pennsylvania. He is a member of the Institute for Work and Employment Research at MIT, as well as a Research Fellow at the Wharton Financial Institutions Center and at the Center for Human Resources at the Wharton School. He received his post-graduate degree in Business Analysis from the Management School in Lancaster University (UK) and his PhD and MA in Sociology from Stanford University.

Professor Castilla studies how social and organizational processes influence key employment outcomes over time. He tackles his research questions by examining different empirical settings with longitudinal datasets, both at the individual and company levels. His focus is on the screening, hiring, development, and job mobility of employees within and across organizations and locations, as well as on the impact of teamwork and social relations on performance and innovation. His work has been published in several top academic journals and edited volumes, including *Administrative Science Quarterly*, *Organization Science*, *American Journal of Sociology*, and *American Sociological Review*. He has also written a book on the use of longitudinal methods in social science research (Elsevier/Academic Press).

Professor Castilla has taught in various degree programs at MIT Sloan, the Wharton School, and a number of other international universities. His teaching interests include Strategic Human Resource Management, Leading Effective Organizations, Talent Management, and Organizational Behavior. In addition to teaching full time MBA and executive courses, he has taught several PhD-level seminars.

Course Overview

Your decision to attend MIT Sloan reflects a desire on your part to advance your career, to explore different career options, or to consider future job (industry) opportunities. Your time at Sloan is a period for learning the tools that will equip you to successfully lead teams, manage effective organizations, or found your own company. It should also be a period for discovery and reflection on who you are as a leader, and how you will spend the next few decades of your professional and personal life.

This course is specifically designed to help you learn more about your strengths, and how you can utilize these strengths to manage your career. We will draw on the latest research and practices, experiential exercises, cases studies, and will hear from guest speakers – all with the goal of helping you deepen your understanding of the forces and dynamics that shape careers. In so doing, we will cover the most important aspects of talent (and career) management. We start the course by covering the basic tools and principles to help you learn about who you are, where you are going, and how to successfully decide what to do career-wise. We next focus on how to apply those basic tools and principles to the process of job searching and to designing and developing your career. Finally, we examine how by building a successful career, you can also manage successful teams and organizations.

Course Goals

The goal of this course is to prepare you to make smart (and informed) decisions during the rest of your career, not only when it comes to managing your own career but also the careers of others. Upon successful completion of this course, you will have:

- 1) An understanding of why a career is much more than a series of jobs
- 2) Learned about what you may want out of your career, and how to make the best choices to get you there
- 3) Been exposed to some of the most challenging issues that business graduates have to deal with in their careers, and discuss strategies for managing those issues
- 4) Explored some of the strategies and skills that research has found most effective for building successful careers and organizations

Teaching Approach

This will not be a lecture-only course. Classroom discussion is a vital part of your learning experience and is important for your grade (see below). You will need to come to class prepared to discuss the day's readings and cases (with a focus on both questions and practical implications), to participate in class exercises, and to respond to the ideas and comments of others. I will facilitate a dialogue among the class participants rather than deliver a monologue. I expect your interactions to be informed, well-reasoned and constructive. Effective discussion depends on your willingness to take risks in communicating ideas and to be supportive of and responsive to others.

Required Readings

All course readings will be available on Stellar/study.net. The readings are drawn from a number of sources, including academic research articles, excerpts from longer works in management, short articles from both popular and business presses, and case studies. Additional handouts may be distributed throughout the course.

Not all class materials will be discussed to the same extent. Most classes include a case/exercise, which will typically serve as the basis for class discussion.

Course Requirement and Grading

The course draws on a variety of resources to meet your learning goals, including an autobiographical account of your career, career choice interviews conducted with business graduates, and a broad set of individual assignments. The goal of all these resources is to help you develop and guide your thinking about your careers and the tools that will be necessary to realize them. There are four basic requirements for the course:

1. Class participation. This course depends heavily on class participation. Participation includes class attendance, informed involvement in class discussions and group exercises, and timely completion of reading/short assignments/exercises. It also includes both verbal and non-verbal contributions in class. Participation counts for **40%** of your grade and will be evaluated on an ongoing basis throughout the semester. Students will be graded on the quality of their comments in class, not the quantity. Quality is judged based on your ability to add substantively to class discussions and your ability to link to others' comments in the class or to advance the class discussion. I will occasionally call on students but will rely mostly on voluntary participation. Therefore, it is up to you to make sure your voice is heard.

Please prepare for each session by doing the required reading. Assignment listed as "due" should be brought to class that day to be turned in and graded.

2. Career Path Plan: 10%. The second week of the semester (following session 2), you are to write up a two-page essay where you a) briefly describe your past and present career events, and b) describe your projected (future) career path. Please also share your résumé.
3. Career Reflection Exercise: 15%. The week following session 6, you are to write up a one to two-page essay where you will reflect on how the course materials up to now have helped you learn about yourself and your career. More details will be given in class.
4. Successful Career Project. During the class, you will be involved in a course-project to reflect in-depth on your career through interviewing a number of more experienced professionals. This will involve writing a final paper, which will count towards **35%** of your final grade. More details will be given in class.

Contact Information

I am usually in my office (at MIT Sloan) the days before and after class. I am available at other times by appointment. I can also be reached by phone at 617-253-0286 and by e-mail at ecastilla@mit.edu (preferred). I encourage you to talk to me about any questions or concerns you might have about the course. We all benefit if the lines of communication are kept open.

Course Schedule and Assignment Due Dates

Day	Date	Part	Session	Description of Part	Due Dates
Thursday	9-Feb.-2017	I	1	Discovering Yourself	
			2		
Thursday	16-Feb.-2017	II	3	Understanding Your Career	Career Path Plan
			4		
Thursday	23-Feb.-2017	III	5	Designing Successful Careers	
			6		
Thursday	2-Mar.-2017	IV	7	Building Successful Careers	Career Reflection Exercise
			8		
Thursday	9-Mar.-2017	V	9	Facing Career Challenges	
			10		
Thursday	16-Mar.-2017	VI	11	Alternative Careers	
			12		
Thursday	23-Mar.-2017		No Class	SIP WEEK	Successful Career Paper
Thursday	30-Mar.-2017		No Class	SPRING BREAK	

Class Schedule and Reading Assignments

Part I. Discovering Yourself

Session 1. Introduction

1. In-Class Reading:

Po Bronson (2003): "What Should I Do with My Life?" *Fast Company*, Jan. Issue. (Available on Stellar)

Session 2. Work and Motivation

2. In-Class Exercise: Reflecting on what drives you professionally.

3. Nitin Nohria, Boris Groysberg, and Linda-Eiling Lee (2008): "Employee Motivation: A Powerful New Model." *Harvard Business Review Article* No. R0807G: 8pp. (On Stellar)

Further optional follow-up reading suggestions for this part:

- James N. Baron and David M. Kreps (1999): "Employment as a Social Relation." From Chapter 5 in *Strategic Human Resources: Frameworks for General Managers*. John Wiley & Sons, Inc.: pp. 95-117. (On Optional Readings/study.net)
- Daniel H. Pink (2011): "The Rise and Fall of Motivation 2.0." From Chapter 1 in *Drive: The Surprising Truth about What Motivates Us*. Riverhead Books: pp. 13-31. (On Optional Readings/study.net)

Part II. Understanding Your Career

Session 3. Views on Successful Careers

Due: Career Path Plan. Describing past, present, and future career events.

4. In-Class Exercise: Reflecting on Professional Success and Career Changes.
5. Joel Stein (2013): "The New Greatest Generation: Why Millennials Will Save Us All." *Time Magazine*, May Issue. (On Stellar)

Session 4. Setting the Stage

6. Case:

David A. Thomas and Lisa Chadderdon (1996): "Craig Parks (A)." *Harvard Business School Case 497013*: 12pp. (On Required Readings/study.net)

7. Herminia Ibarra and Kent Lineback (2002): "What's Your Story?" *Harvard Business School Case R0501F*: 7pp. (On Required Readings/study.net)

Further optional follow-up reading suggestions for this part:

- Shen, Yan, Barbara Demel, et al. (2014): "Career Success across 11 Countries." *International Journal of Human Resource Management*: 26pp. (On Stellar)

- Christensen, Clayton (2010): “*How Will You Measure Your Life?*” *Harvard Business Review Article*, July-Aug. Issue. (On Stellar)
- Kohn, Melvin L. and Carmi Schooler (1982): “Job Conditions and Personality: A Longitudinal Assessment of their Reciprocal Effects.” *American Journal of Sociology* 87: pp. 1257-1286. (On Stellar)

Part III. Designing Successful Careers

Session 5. Where Are you Going?

8. In-Class Exercise: Career Self-Assessment Tool.
9. Herminia Ibarra (2015): “The Authenticity Paradox: Why Feeling Like a Fake Can Be a Sign of Growth.” *Harvard Business Review Article*, Jan.-Feb. Issue. (On Stellar; also available at <https://hbr.org/2015/01/the-authenticity-paradox>)

Session 6. Advancing to the Top

10. Case:
Boris Groysberg and Laura Morgan Roberts (2005): “Leading the Josie Esquivel Franchise (A).” *Harvard Business School Case 9-404-054*: 21pp. (On Required Readings/study.net)

Further optional follow-up reading suggestions for this part:

- Bidwell, Matthew and Ethan Mollick (2014): “Shifts and Ladders: Comparing the Role of Internal and External Mobility in Executive Careers.” *Wharton School Working Paper*. (On Optional Readings/study.net)
- Hamori, Monica (2010): “Who Gets Headhunted and Who Gets Ahead? The Impact of Search Firms on Executive Careers.” *Academy of Management Perspectives* 24: pp. 46-59. (On Stellar)
- Douglas T. Hall (2002): “Life, Career, and Learning Stages.” From Chapter 4 in *Careers In and Out of Organizations*. Sage Publications: pp. 89-127. (On Stellar)

Part IV. Building Successful Careers

Session 7. It is Not Just What You Know

11. In-Class Exercise: Network Assessment Tool.
12. Rob Cross and Robert J. Thomas (2008): “How Top Talent Uses Networks and Where Rising Stars Get Trapped.” *Organizational Dynamics* 37: pp. 165-180. (On Stellar)

Session 8. Networks and Mentoring

13. Suzanne C. de Janasz, Sherry E. Sullivan, and Vicki Whiting (2003): "Mentor Networks and Career Success: Lessons from Turbulent Times." *Academy of Management Perspectives* 17: pp. 78-91. (On Stellar)

Further optional follow-up reading suggestions for this part:

- Sylvia Ann Hewlett (2013) "How Sponsorship Works" From Chapter 2 in *(Forget a Mentor) Find a Sponsor. The New Way to Fast-Track Your Career.* Harvard Business School Press: pp. 27-47. (On Optional Readings/study.net)
- Castilla, Emilio J., George J. Lan, and Ben A. Rissing (2013): "Social Networks and Employment: Mechanisms and Outcomes." *Sociological Compass* 7/12: pp. 999-1026. (On Optional Readings/study.net)
- Casciaro, Tiziana and Miguel S. Lobo (2005): "Competent Jerks, Lovable Fools, and the Formation of Social Networks." *Harvard Business Review Article*, June Issue. (On Stellar)

Part V. Facing Career Challenges

Session 9. Expecting the Unexpected

14. Ibarra, Herminia (2002): "How to Stay Stuck in the Wrong Career." *Harvard Business School Case R0212B*: 12pp. (On Required Readings/study.net)

Session 10. When Life Gets in Your Way

15. Case:
Linda A. Hill and Maria T. Farkas (2005): "Meg Whitman at eBay." *Harvard Business School Case No. 401024*: 32pp. (On Required Readings/study.net)

Further optional follow-up reading suggestions for this part:

- Sheena S. Iyengar, Rachael E. Wells, and Barry Schwartz (2006): "Doing Better but Feeling Worse." *Psychological Science* 17: 143-150. (On Stellar)
- Ellen Ernst Kossek and Brenda A. Lautsch (2008): "Are you the CEO of your Working Life?" From Chapter 1 in *CEO of Me: Creating a Life that Works in the Flexible Job Age.* Upper Saddle River, NJ: Prentice Hall, Pearson. (On Optional Readings/study.net)
- Groysberg, Boris and Robin Abrahams (2014): "Manage Your Work, Manage Your Life." *Harvard Business Review Article*, March Issue. (On Stellar)

Further optional follow-up reading suggestions regarding demographics and careers:

To learn more about race, see Thomas (1999); about gender, see Barbulescu and Bidwell (2013), Ely and Cuddy (2013); about foreign nationality, see Huang, Frideger, and Pearce (2014); about sexual orientation, see Tilcsik (2011)

Part VI. Alternative Career Models

Session 11. Becoming an Entrepreneur

16. Case:

Monica C. Higgins (2005): “Humphrey Chen.” *Harvard Business School Case 9-498-036*: 9pp. (On Required Readings/study.net)

Further optional follow-up reading suggestions regarding entrepreneurship:

- Livingston, Jessica (2008): *Founders at Work: Stories of Startups' Early Days*. New York, NY: Springer-Verlag. (Link to book available on Stellar)
- Kacperczyk, Aleksandra (2012): “Opportunity Structures in Established Firms: Entrepreneurship versus Intrapreneurship in Mutual Funds.” *Administrative Science Quarterly* 57: pp. 484-521. (On Stellar)
- Sorensen, Jesper (2007): “Bureaucracy and Entrepreneurship: Workplace Effect on Entrepreneurial Entry.” *Administrative Science Quarterly* 52: pp. 387-412. (On Stellar)

Session 12. Building a Global Career

17. Michael Watkins (2009): “The International Move Challenge.” From Chapter 5 in *Your Next Move: The Leader's Guide to Navigating Major Career Transitions*. Harvard Business Review Press: pp. 115-136. (On Stellar)

Further optional follow-up reading suggestions regarding global careers:

- Calof, Jonathan L. and Paul W. Beamish (1994): “The Right Attitude for International Success.” *Business Quarterly* 94 (59): Issue 1. (On Stellar)
- Briscoe, Jon P., Douglas T. Hall, and Wolfgang Mayrhofer (2011): *Careers around the World*. New York, NY: Routledge. (Link to book available on Stellar)
- Vesa Suutari, Christell Tornikoski, and Liisa Makela (2012): “Career Decision Making for Global Careerists.” *International Journal of Human Resource Management* 23: pp. 3455-3478 (On Stellar)

Readings may change as we go along. Additional readings may be assigned by the instructor.

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Additional Optional Readings

There are several other books / articles that you may find useful during the course. These are not required, but should you desire to pursue a topic in greater depth, these might provide a useful starting point for further research. I list these only for your future information:

Books

- 1) Arthur, Michael B. and Denise M. Rousseau (1996): *The Boundaryless Career: A New Employment Principle for a New Organizational Era*. New York, NY: Oxford University Press.
- 2) Bolles, Richard Nelson (2000): *What Color Is Your Parachute? A Practical Manual for Job-Hunters and Career-Changers*, Berkeley, CA: Ten Speed Press.
- 3) Drucker, Peter F. (1999): *Managing Oneself*, Boston, MA: Harvard Business Review Classics.
- 4) Fernández-Aráoz, Claudio (2014): *It Is Not the How or What but the Who: Succeed by Surrounding Yourself with the Best*. Boston, MA: Harvard Business School Press.
- 5) Gini, Al (2001): *My Job, My Self: Work and the Creation of the Modern Individual*. New York, NY: Routledge.
- 6) Hall, Douglas T. (2002): *Careers In and Out of Organizations*. Thousand Oaks, CA: Sage Publications Inc.
- 7) Hewlett, Sylvia Ann (2013): (*Forget a Mentor*) *Find a Sponsor. The New Way to Fast-Track Your Career*. Boston, MA: Boston, MA: Harvard Business School Press.
- 8) Ibarra, Herminia (2003): *Working Identity: Unconventional Strategies for Reinventing Your Career*. Boston, MA: Harvard Business School Press.
- 9) Kossek, Ellen Ernst and Brenda A. Lautsch (2008): *CEO of Me: Creating a Life that Works in the Flexible Job Age*. Upper Saddle River, NJ: Prentice Hall, Pearson.
- 10) Pozen, Robert C. (2012): *Extreme Productivity: Boost Your Results, Reduce Your Hours*. New York, NY: Harper-Collins Publishers.
- 11) Thomas, David A. (1999): *Breaking Through: The Making of Minority Executives in Corporate America*. Boston, MA: Harvard Business Review Press.
- 12) Schein, Edgar H. (1993): *Career Anchors. Discovering Your Real Values*. San Diego, CA: Pfeffer and Company.

Articles

- Barbulescu, Roxanne and Matthew Bidwell (2013): "Do Women Choose Different Jobs from Men? Mechanisms of Application Segregation in the Market for Managerial Workers." *Organization Science* 24: pp. 737-756.
- Burt, Ronald S. (2004): "Structural Holes and Good Ideas." *American Journal of Sociology* 110: pp. 349-399.
- Chandler, Dawn, Douglas T. Hall, and Kathy E. Kram (2010): "A Developmental Network and Relational Savvy Approach to Talent Development." *Organizational Dynamics* 39: pp. 48-56.

- Correll, Shelley J. (2001): "Gender and the Career Choice Process: The Role of Biased Self- Assessments." *American Journal of Sociology* 106: pp. 1691-1730.
- Correll, Shelley J. (2004): "Constraints into Preferences: Gender, Status, and Emerging Career Aspirations." *American Sociological Review* 69: pp. 93-113.
- Coutu, Diane (2002): "How Resilience Works." *Harvard Business Review Article*, May Issue.
- Fernandez, Roberto M., Emilio J. Castilla, and Paul Moore (2000): "Social Capital at Work: Networks and Employment at a Phone Center." *American Journal of Sociology* 105: pp. 1288-1356.
- Fernández-Aráoz, Claudio (2014): "21st-Century Talent Spotting." *Harvard Business Review Article*, June Issue.
- Kunda, Gideon, Stephen R. Barley, and James Evans (2001): "Why Do Contractors Contract? The Experience of Highly Skilled Professionals in a Contingent Labor Market." *Industrial and Labor Relations Review* 55: pp. 254-261.
- Monica Hamori (2010): "Job Hopping to the Top and Other Career Fallacies." *Harvard Business Review*, July-August Issue.
- Hill, Linda (2007): "Becoming the Boss." *Harvard Business Review Article* # R070D. Available online at <https://hbr.org/2007/01/becoming-the-boss>.
- Huang, Laura, Marcia Friderger, and Jone L. Pearce (2013): "Political Skill: Explaining the Effects of Nonnative Accent on Managerial Hiring and Entrepreneurial Investment Decisions." *Journal of Applied Psychology* 98: pp. 1005-1017.
- Kohn, Melvin L. and Carmi Schooler (1982): "Job Conditions and Personality: A Longitudinal Assessment of Their Reciprocal Effects." *American Journal of Sociology* 87: pp. 1257-1286.
- Lerner, Josh and Ulrike Malmendier (2013): "With a Little Help from My (Random) Friends: Success and Failure in Post-Business School Entrepreneurship." *Review of Financial Studies* 26: pp. 2411-2452. Available online at <http://eml.berkeley.edu/~ulrike/Papers/MBAent%2028sep2012.pdf>.
- Tilcsik, András (2011): "Pride and Prejudice: Employment Discrimination against Openly Gay Men in the United States." *American Journal of Sociology* 117: pp. 586-626.
- Uzzi, Brian and Shanon Dunlap (2005): "How to Build Your Network." *Harvard Business Review Article* No. R0512B: 8pp.