

Managerial Psychology

15.301

Prof. John S. Carroll

Spring, 2006

Introduction

“When I recruited MIT students they had great technical grounding but not a good notion of how the real world works, how to get things done, and how to deal with people.”

Dana Mead

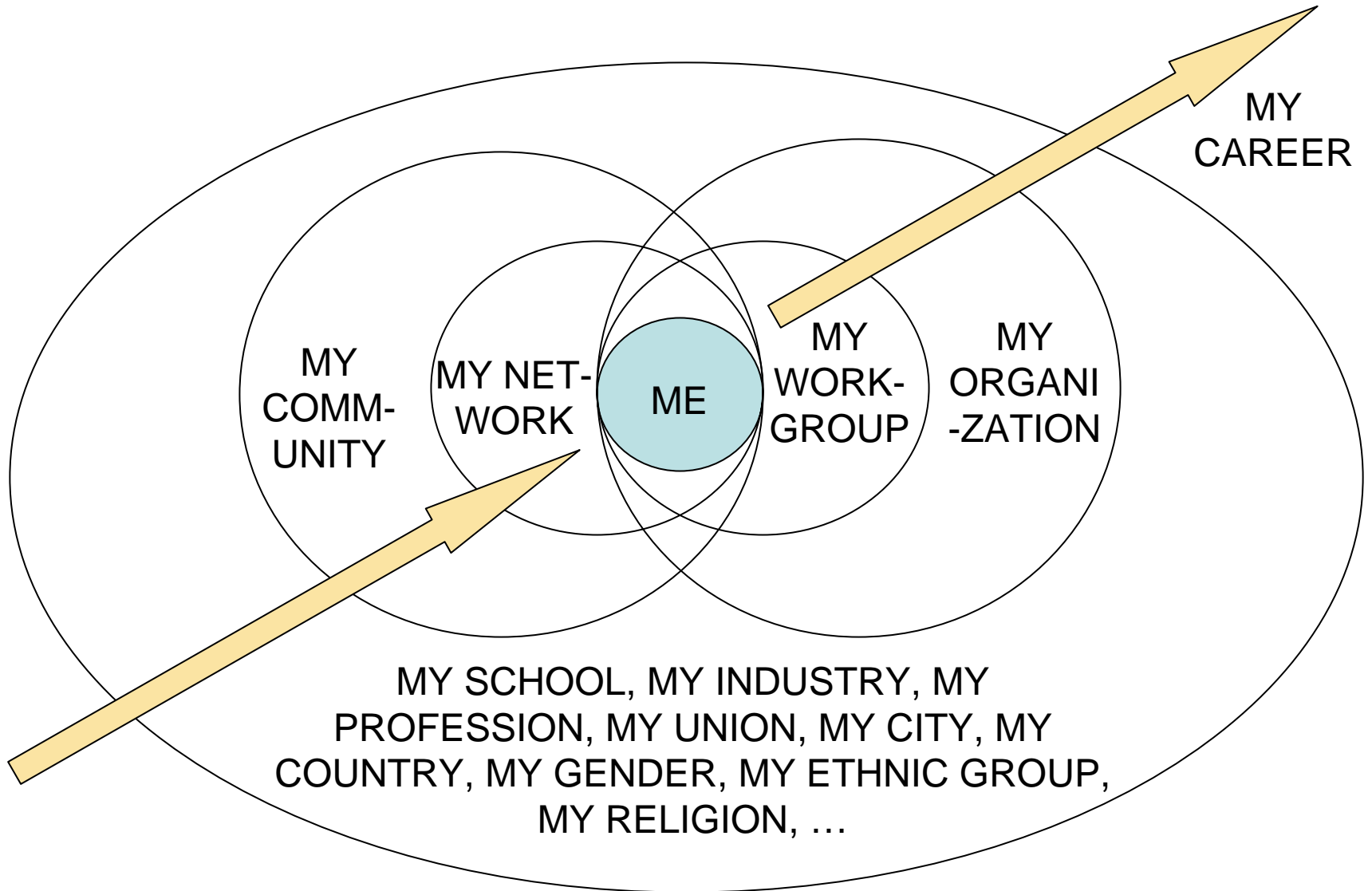
Chairman of MIT Corporation

Former CEO, Tenneco Corporation

Our Focus

- Human behavior
- In varied work settings
- In varied institutional (organizational, legal, national) contexts
- Hi tech start-ups, corporations, government labs, universities
- Over one-half of you will become managers even if you don't get MBAs!

WHO ARE YOU?



Our Goals

- Know something about managerial psychology
- Know how to learn more
- Understand the behavioral research process
- Develop skills in presenting your ideas in oral and written reports

Our Course Team

- Professor John Carroll
- Lead Writing Instructor: Karen Boiko

Course Logistics

- MW11 lectures for both 15.301 and 15.310
- Group projects: 15.301 ONLY
- 15.301 Section meetings: first meeting 9/8 is to sort out section assignments; regular sections will begin 9/15
- There will be one or more sections F 12 or 1
- Communication assignments
- TEXT (Greenberg), Cialdini, READINGS
- Optional Methods and Stats books for 15.301

Grading

	15.301	Comm	15.310
Influence paper	10%	10%	20%
Quiz#1	10%		15%
Quiz#2	10%		15%
Proposal	10%		
Oral report	5%	5%	
Term report	25%	5%	
Participation	10%		50%
<i>Total</i>	80%	20%	

Group Projects (15.301)

- Teams of 2-3 students form **EARLY!!**
- Free to choose topic and method
- Team proposal by **October 6**
- Human Subjects proposal by **October 13**
- Draft report by **November 13**
- Oral presentation – each student must present – on **December 6, 8, 11**
- Awards **December 13**
- Project reports due **December 15**
- See “Surviving the Group Projects” in syllabus

Influence Paper

- Fulfills the communications requirement
- A case study of a **current** situation where you identify someone you hope to influence, find a useful concept from Cialdini's book on influence, and either try to apply the concept to exercise influence or arrange a role-play with a friend to get feedback
- Proposal (1 page) due **September 15** to TA
- Paper due **September 29** graded for content
- Revised paper due **November 5** graded for communication

Class Participation

- Be on time!
- Attendance will be taken
- Choose your seat for permanent seating
- Participation is **graded** in terms of contribution to class discussion
- Readings for each lecture are required as preparation for the lecture (see syllabus)
- Maintain a professional atmosphere – no computer use or other distractions, mutual respect even if disagreeing

Policy on Individual Work

- Except for specific team assignments, assignments must be **individual work**
- Copying or using outside materials without proper citation and reference is a violation
- Copying another student's work or allowing your work to be copied is a violation
- Violations are also subject to MIT's Standards of Academic Integrity, overseen by the MIT Committee on Discipline. Every year dozens of students are brought up on charges before the COD; some are suspended, have their degrees withheld, and have notations on their transcripts
- If you have any questions or doubts, ASK!

The Changing Nature of Work

- Farming – 24/7, work=family, “jack of all trades”, “rugged individualism” yet tight communities
- Craft – artisan/apprentice hierarchy, do whole task (shoes, etc.)
- Mass Production – separate work/family, division of labor, assembly line, owners vs. union, classic social contract of loyalty for security
- Knowledge Work – educated, professional, mobile “human capital” with “careers”
- Service Work – the “new factory” is McDonald’s and Wal-Mart

Today's Management Crises

- 1940s-70s: General Motors
 - Wage leader: Wage formula negotiated with United Auto Workers: 3% plus productivity and cost of living adjustments
 - Introduced pensions, health insurance, joint training funds, work-family benefits...
 - Other firms forced to match GMs rising wages/benefits
- 2000s Wal-Mart
 - Largest US employer (1.8 million people)
 - Average wage 30% below national average; 50% turnover !!
 - Class action suits for gender discrimination and overtime pay
 - Resists unionization—watch for media counter blitz!
 - Other firms match Wal-Mart lower wages/benefits (not all)
 - GM today: Delphi spin-off in bankruptcy, GM on the brink
- And don't forget Enron, Worldcom, China, India,...

What's a Manager Anyway?

Some Alternative Definitions

- Traditional Person who plans, directs people and resources
- New Organization Person who supports, coaches, coordinates, and leads
- Peter Principle A person promoted to their level of incompetence
- Dilbert's Principle The most ineffective workers are systematically moved where they can do the least damage:
to management

A Perspective from MIT-Sloan

When we read about you on the front page of the ***Wall Street Journal*** we want the story to be about....

Your contributions as a leader of a respected organization

Your contributions as a leader and citizen in your community and society!