INTRODUCTION

In the past half century, women have played increasingly prominent roles in the U.S. labor force, as workers, managers and executives. This phenomenon, arguably one of the most significant in contemporary demography, has vast implications for organizations, individuals -- both female and male -- and the economy as a whole. In addition to the societal issues raised by women's increased labor force participation, practical, day-to-day issues have arisen that must be addressed by individuals and the organizations in which they work.

The goal of this course is to assist students, both male and female, in developing a practical perspective on the organizational dynamics businesses will face during the next decade, to recognize how business organizations can capitalize on the talent pool that has been created and to provide insight into the opportunities and obstacles students may encounter because of the changes described.

COURSE READINGS & MATERIALS

Sheila Wellington and Catalyst, *Be Your Own Mentor*, Random House, 2001 (referred to in course outline as *BYOM*).

Some of the required reading will be posted on Blackboard. Others will be linked to the Library or will be passed out in class. From time to time, current articles of interest will be posted on Blackboard. Consider them optional, but of considerable interest. Your suggestions about these additional readings are welcomed.
COURSE REQUIREMENTS
Absences, lateness, lack of preparation, use of computers for extraneous purposes, lack of consideration for the opinions of others will have a negative impact on your class participation grade.

NOTE: If you must be absent or late, please notify the TA by email.

GRADING

HONOR CODE
Individual papers should reflect solely your own work product. Any apparent violations of the Honor Code will be referred to the Discipline Committee. Professor Wellington takes these matters very seriously.

VERBAL: 40% OF GRADE
The ability to express yourself, to organize your thoughts about an issue and to speak convincingly is important in business. Accordingly, active involvement and participation of students is expected, as is regular class attendance and completion of reading assignments. There will be "cold-calling," spontaneous individual and team presentations and ample time for class discussion. Quality, not quantity, of participation will be assessed.

WRITTEN: 60% OF GRADE
2 Mini-papers: 20% of grade. First paper due in class February 24, 2011
Second paper due in class March 10, 2011
Term Paper: 40% of grade. Due in class: April 14, 2011

TERM PAPER: 40% OF GRADE

CAREER PLAN
It is highly recommended that students undertake the development of a personal career plan. BYOM, Chapter 2, has guidelines for such a plan, but your personal plan doesn’t have to be limited to the questions posed in the book. Your plan should deal with the issues you and aspirations with which you are dealing. There are no “right or wrong” answers or questions.

OR

For students who do not feel comfortable plotting a Career Plan, the following option is offered:

INTERVIEW WITH A WOMAN IN BUSINESS LEADERSHIP POSITION:
The person you interview:
• Must be a woman
• Must have some type of managerial or leadership position
• Must be in a corporation or firm or be an entrepreneur
From this interview, among other things, you are seeking to learn

- What she does
- How she got where she is today (education and career path)
- Why she is successful
- How she relates to other women at her job
- How she relates to men at her job
- How she deals with such things as power, decision-making, risk-taking, and change
- What role mentors, networks, professional groups have played in her life
- How she copes with career and family
- Any mistakes along the way or things she would do differently
- Any career advice she is willing to share

For either choice, please prepare a written report, double-spaced, of your interview, maximum length 8 pages. This report will serve as the basis for an oral presentation. Oral reports, based on your interview will commence April 14th. Maximum 5 minutes for report with maximum 4 minutes for questions.

MINI-PAPERS: 20% of written grade
Students will be asked to write 2 brief mini-papers (maximum length 3 double-spaced pages) which will be graded on a pass/fail basis. On rare--very rare--occasions, a grade of P+ will be given. Bring 2 copies to class: pass 1 copy in and keep 1 copy.

Mini-paper #1: Due in class on Thursday, February 24, 2011.
The “glass ceiling” is a thing of the past. Women can now go as far and as fast as their talent and ambition will take them. Do you agree or disagree with this statement? Why?

OR

The government should pass a law setting a minimum percent of women who should sit on a corporation’s Board of Directors. Do you agree or disagree with this statement? Why?

Mini-paper #2: Due in class on Thursday, March 10, 2011
Read either: “The Feminine Mystique” by Betty Friedan OR “A Room of One’s Own” by Virginia Woolf.

Answer the following question:
Could this book have been written about women today? Why?
COURSE SCHEDULE

NOTE: There may be changes in the content of some classes given guest scheduling.
Your tolerance, even collaboration, are appreciated.

WEEK 1
FEBRUARY 10 INTRODUCTION & OVERVIEW

Readings:
- “What’s Holding Women Back?” Sheila Wellington, Marcia Kropf, Paulette Gerkovich, HBR, June ‘03
- BYOM: Chs. 9, 11

Complete and submit bio information sheet by February 17th

WEEK 2
FEBRUARY 17 GETTING AHEAD: SO THIS IS HOW IT’S DONE!

Readings:
- “Managing Oneself,” Peter Drucker, HBR, Jan ‘05
- “Nice Girls Don’t Ask,” Linda Babcock, Sara Laschever, Michele Gelfand, and Deborah Small, HBR, Oct ’93 (On Blackboard or Link to Library)
- “How Star Women Build Portable Skills,” Boris Groysberg, HBR, Feb ‘08
- BYOM: Chs. 3, 4, 5

Submit bio information sheet

Guests: Former WIBLs

WEEK 3
FEBRUARY 24 “MAD MEN” “IT’S DIFFERENT IN 2011” OR IS IT?

Note: This class will meet at Kaufman Mgmt Center, Cantor Boardroom, KMC 11-75

Readings:
- “When Everything Changed”, Gail Collins, 2009, preface and Chs. 1, 2, 3. (On Blackboard)

NOTE: Mini-paper #1 due today.
WEEK 4
MARCH 3 WHERE ARE THE WOMEN?

Readings:
● “What Men Think of Executive Women,” Dawn Carlson, et.al., HBR, Sept ‘06
● “Extreme Jobs,” Sylvia Ann Hewlett and Carolyn Buck Luce, HBR, Dec ‘06
● “The New Road to the Top” Peter Capelli and Monica Hamori, HBR. Jan. ‘05

WEEK 5
MARCH 10 MAKING CHANGE: WHAT WORKS

Readings:
● “Public Policy Platform on Flexible Work Arrangements, (Workplace Flexibility 2010, Georgetown Law Center)
● “Winning the Talent War for Women: Sometimes It Takes a Revolution,” Douglas McCraken, HBR, Nov ‘00
● BYOM, Chs. 4 and 7

NOTE: Mini-paper #2 due today.

WEEK 6
MARCH 17 SPRING BREAK – NO CLASS TODAY

WEEK 7
MARCH 24

NOTE: NO CLASS TODAY

NOTE: NO CLASS TODAY

WEEK 8
MARCH 31 MENTORS: WHAT’S ALL THE FUSS ABOUT?

Readings:
● “What Makes an Effective Executive,” Peter Drucker, HBR, June ‘04

BYOM, Ch. 8
WEEK 9
APRIL 7  NETWORKING: CAREER STRATEGY NUMBER ONE
Readings:
● “How Leaders Create and Use Networks,” Herminia Ibarra and Mark Hunter, HBR, Jan. ‘07
● “How to Build Your Network,” Brian Uzzi, Shannon Dunlap, HBR, Dec. ’05
● “Start Networking Right Away (Even if You Hate It),” William C. Byham, HBR, Jan. 09
● BYOM, Ch. 6

WEEK 10
APRIL 14  TAKING ANOTHER PATH
Readings:
● “The New Road to the Top” Peter Capelli and Monica Hamori, HBR, Jan. ‘05

NOTE: Term Paper due today

WEEK 11
APRIL 21  ORAL REPORTS COMMENCE
Readings:
● “Women and the Labyrinth of Leadership,” Alice H. Eagly and Linda Carli, HBR, Sept.’07

WEEK 12
APRIL 28  ORAL REPORTS CONTINUE
Readings:
● “Younger Women at the Top” HBR April 2007
● “Women and the Vision Thing,” Herminia Ibarra and Otilia Obodaru, HBR, Jan ‘07

WEEK 13
MAY 5  SUMMING UP – LAST CLASS
Readings:
● “Men and Women of the Corporation,” Rosabeth Moss Kanter, Ch 7, “Power
● BYOM, Ch. 10, 11