



**UNIVERSITY**  
*of*  
**VIRGINIA**

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**DARDEN SCHOOL OF BUSINESS**

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**What Do You Want?**  
**A Transition Guide to the Real World**

**GBUS 8411**

**Syllabus**

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**The Darden Graduate School of Business Administration**  
**University of Virginia**

# What do you want?

## Course Description

Graduating MBAs will spend the next 35 years of their lives working very hard in order to ... Hmm. What IS it that you'll be working for? To maximize your wealth? Fame? Happiness? Power? Peace of mind? Energy? Salvation? To be loved? Friendship? A family? How do these all fit together and in what proportion? How will you avoid losing one for the sake of the other? This course will explore the pros and cons and the ins and outs of these various answers to the fundamental question, what do you want?, and how NOT to become professional anecdotes for books like *Career Success*, *Personal Failure* and *Must Success Cost So Much?* Given the fourth quarter offering of this course, the readings, film clips, and cases will tend to be shorter, but focused on related questions that examine the meaning of life and career and the nature of "success." If you'd like to put your business education in the context of managing a career over a lifetime, here's one last chance to do so before you re-enter the work-a-day world.

## Objectives

The purpose of this course is to give students a chance before graduating to reflect on their strategies for success in the world and to think carefully about how they plan to go about initiating those efforts. Alternative aspects of "success" will be explored from both pros and cons points of view. People who will be in significant positions of power will be invited to consider multiple aspects of "success" and their various impacts on society.

## Required Materials

All of the materials for the course will be available on the course website:  
<http://faculty.darden.virginia.edu/clawsonj/WDYW>

Students will also need current access to the CareerNextStep website (CNS), [www.careernextstep.com](http://www.careernextstep.com). Your accounts from last year should still be current. Contact Johanna Coyle in the Alumni Career Services Office if you've forgotten your USER ID and Password.

A **case packet** from DEMS will also be available in the Exchange Bookstore.

Additionally, the following books will be **on two hour reserve** in the library for your interest and ease of finding and reading.

*The Greatest Lesson No One Ever Taught Me*, Doug Newburg (Exlibris)

*What should I do with my life*, Po Bronson

*Authentic Happiness*, Martin Seligman

*The 5 Patterns of Extraordinary Careers*, Citrin

*The 100 simple secrets of happy people*, Niven

*Happiness*, Lykken

*What Happy People Know*, Baker

*Just Enough*, Nash and Stevenson

## Course Requirements

- A. **Participation and Attendance:** Students are required to attend and participate in classes as with any second year elective and in accordance with the guidelines of the Second Year Program. Participation will account for one third of the final grade.
  
- B. **Case:** Each student will write and submit a 1-2 page case describing real people that they know (disguised is fine) who have wrestled with any one of the topics in the course. Cases should be accompanied by a release allowing them to be used in class in the future. Cases will be one third of the final grade.
  
- C. **Final Presentation:** The final third of your grade will be based on a PowerPoint slide presentation (automated) that lasts no more than 8 minutes. Students should submit an electronic and a hard copy of the presentation when indicated on the calendar. By “automated” I mean, if I double click on the file, it should play from beginning to end without any more clicks. This is a PPS file. Each presentation should have several elements including a personal charter as outlined in the course and your definition of success. The charter should also include significant sections on strategy and goals to guide you in the future. You may include audio or video segments in your slide presentation as you feel appropriate. This presentation should be appropriate for two purposes—to communicate to the instructor your learning and insight during the course and to remind you in 1, 2, and 5 year’s time of your aspirations coming out of the course.

## What Do You Want? Course Calendar

WDYW meets Early Week at 2:45 pm to 4:10 pm in Room 40.

<b>Day Date</b>	<b>Topic</b>	<b>Notes</b>
Tu 3/21	1. Introduction	Film
We 3/22	2. Promotion	
Mo 3/27	3. Resonance	Visitor & Film
Tu 3/28	4. Inclusion	
Mo 4/3	5. Fame	Film
Tu 4/4	6. Power	Film
We 4/5	7. (class canceled)	
Mo 4/10	8. Spiritual Fulfillment/Salvation	
Tu 4/11	9. Fitness and to Look Good	Visitor
Mo 4/17	10. Wealth	Visitor
Tu 4/18	11. Friends	Visitor
Mo 4/24	12. Love	Visitor
Tu 4/25	13. Children	
Mo 5/1	14. Nice House	Film
Tu 5/2	15. Conclusion	
Fr 5/5	Final Presentation Due: 4:30 pm	

**WHAT DO YOU WANT?  
A TRANSITION GUIDE TO THE REAL WORLD**

**Daily Assignments**

<b>Class # /Topic</b>	1. WDYW: Introduction
<b>Read:</b>	<ol style="list-style-type: none"> <li>1. Skim <i>Course Syllabus</i></li> <li>2. <i>Adult Life and Career Stages (UVA-OB-224)</i></li> <li>3. Review and / or complete the <i>Balancing Your Life Excel Spreadsheet (CNS)</i> to diagram your current level of development on the various dimensions of life.</li> <li>4. Complete the <i>Success Definition Exercise</i> on CNS</li> <li>5. View the film <i>About Schmidt</i>, in Room 40 the previous afternoon.</li> </ol>
<b>Study Questions:</b>	<ol style="list-style-type: none"> <li>1. On the course website, complete today's computer survey this will be your BASELINE.</li> <li>2. How would the theory(ies) in the note apply to Schmidt?</li> <li>3. How would your ideal later chapters compare with Schmidt's?</li> <li>4. How would your balance wheel have to change, if at all, to make that happen?</li> </ol>

<b>Class # /Topic</b>	2. WDYW: Promotion / Corporate Status
<b>Read:</b>	<p><i>Jackie Woods A, BP-330</i></p> <p>"Why We Strive for Status," <i>Newsweek</i>, 6/13/03, Geoffrey Cowley</p>
<b>Study Questions:</b>	<ol style="list-style-type: none"> <li>1. Complete today's computer survey on the website.</li> <li>2. What is your assessment of Ms. Woods's career? Why?</li> <li>3. What advice would you give Ms. Woods? Why?</li> </ol>

<b>Class # /Topic</b>	3: WDYW: to be Passionately engaged in work/resonance/flow
<b>Read:</b>	<ol style="list-style-type: none"> <li>1. Complete the <i>Life's Dream Exercise (CNS)</i></li> <li>2. <i>The Futile Pursuit of Happiness</i>, Jon Gertner, <i>New York Times Magazine</i>, 9/7/03</li> <li>3. View the Film <i>Easy Speed</i> in Room 40 the evening before.</li> <li>4. Read the syllabus and identify what topic you wish to write your case about. Be prepared to sign up for your case topic on the course web site.</li> </ol>
<b>Study Questions:</b>	<ol style="list-style-type: none"> <li>1. Complete today's on-line survey.</li> <li>2. When have you felt "flow" or "resonance"? What did it feel like?</li> <li>3. How do you want to feel on a daily basis?</li> <li>4. What would you have to do to recreate this experience on a regular basis?</li> </ol>

<b>Class # /Topic</b>	4. WDYW: To be included (membership)
<b>Read:</b>	<p>"When Society Beckons" and "The Self in a Social World" <i>Why We Do What We Do</i>, Edward Deci</p> <p>Review your FIRO-B scores from PCAP (CNS)</p>
<b>Study Questions:</b>	<ol style="list-style-type: none"> <li>1. What are your most important membership groups? Why?</li> <li>2. What groups would you like to belong to that you don't? What would it take to become a member of that group?</li> <li>3. How much does <i>fear of rejection</i> affect your behavior?</li> <li>4. Complete the on-line survey for today.</li> </ol>

<b>Class # /Topic</b>	5: WDYW: To be famous and respected
<b>Read:</b>	<p style="text-align: center;"><i>“CHEERS, where everyone knows your name.”</i></p> <ol style="list-style-type: none"> <li>1. View the Film <i>Paparazzi</i> in Room 40 the night before.</li> <li>2. Review your <i>Life’s Story</i> on CNS</li> <li>3. “Reputation,” <i>Kinds of Power</i>, James Hillman (Optional)</li> </ol>
<b>Study Questions:</b>	<ol style="list-style-type: none"> <li>1. What are the benefits of fame?</li> <li>2. What are the downsides of fame?</li> <li>3. How does one build a reputation? What kind of reputation would you like to have? Write your ideal eulogy (for yourself).</li> <li>4. Complete the on-line survey for today.</li> <li>5. Pick a person and “Google” them. What does this say about a person’s degree of fame?</li> </ol>

<b>Class # /Topic</b>	6: WDYW: To be powerful
<b>Read:</b>	<ol style="list-style-type: none"> <li>1. “Innate Drives and Skills,” <i>Driven</i>, Nohria and Lawrence</li> <li>2. View the Film <i>Gladiator</i> the night before.</li> </ol>
<b>Study Questions:</b>	<ol style="list-style-type: none"> <li>1. Complete the on-line survey for today.</li> <li>2. What is power?</li> <li>3. Are you in control of your own life? Why or why not?</li> <li>4. What is the relationship between power and happiness?</li> </ol>

Class #7 is canceled.

<b>Class # /Topic</b>	8. WDYW: To be spiritually enlightened or saved.
<b>Read:</b>	<p>“Faith at Work,” <i>Across the Board</i>, Theodore Kinni</p> <p>Complete the spirituality survey at <a href="http://faculty.darden.virginia.edu/clawsonj/project_spirituality/index.htm">http://faculty.darden.virginia.edu/clawsonj/project_spirituality/index.htm</a></p>
<b>Study Questions:</b>	<ol style="list-style-type: none"> <li>1. What does it mean to be “spiritual?”</li> <li>2. What does it mean to be “saved?”</li> <li>3. What would your personal Ten Commandments be? Write these out.</li> <li>4. Complete the on-line survey for today.</li> </ol>

<b>Class # /Topic</b>	9: WDYW: To be fit and good looking
<b>Read:</b>	<p><i>The Life and Career of a Free Spirit</i> (UVA-OB-TBD)</p> <p>View the Student portion of the related DVD on Darden LAN</p>
<b>Study Questions:</b>	<ol style="list-style-type: none"> <li>1. Complete the on-line survey for today.</li> <li>2. What questions would you have for Dee Dee?</li> <li>3. How important is it to you to be fit and to look good?</li> <li>4. What changes, if any, would you like to make to your body? How, if at all, would you be able to do that?</li> </ol>



<b>Class # /Topic</b>	10. WDW: To be wealthy
<b>Read:</b>	The Life and Career of a Divisional CEO: Bob Johnson (UVA-OB-TBD)  View the DVD on the Darden LAN associated with this case.  "The Fate of Lottery Winners"
<b>Study Questions:</b>	<ol style="list-style-type: none"> <li>1. Complete today's on-line survey on the website.</li> <li>2. How did Bob Johnson get to be where he is?</li> <li>3. What questions would you have for Bob?</li> <li>4. Make a table of how much money you'd <i>like</i> to have at each age stage and how much you <i>expect</i> to have at each age group. You can use the attached Excel table if you wish. <i>Financial Aspirations Spreadsheet</i></li> <li>5. If you had unlimited financial resources, what would you do with it?</li> </ol>

<b>Class # /Topic</b>	11: WDW: To have good friends (to be a good friend)
<b>Read:</b>	View the <i>Curb Your Enthusiasm</i> episode in Room 40 the night before.
<b>Study Questions:</b>	<ol style="list-style-type: none"> <li>1. List the names of the number of friends/people you know with whom you can talk about ANYTHING without fear of judgment or rejection. Be prepared to describe your best friend.</li> <li>2. What is friendship? What does it mean to be a friend?</li> <li>3. How does one get good friends?</li> <li>4. Complete today's on-line survey</li> </ol>

<b>Class # /Topic</b>	12: WDYW: To have a happy, loving partnership
<b>Read:</b>	<i>The Life and Career of a CEO</i> (JGC MISC) <i>Decision Making for Couples</i> (UVA-PACS-099)
<b>Study Questions:</b>	<ol style="list-style-type: none"> <li>1. What lessons can you draw from the story of Jack and Leora Clawson?</li> <li>2. What are the characteristics of the perfect spouse?</li> <li>3. Be prepared to describe a long-term relationship that you know of that you find admirable.</li> <li>4. What comes first in making decisions, career or marriage? Why?</li> </ol>

<b>Class # /Topic</b>	13: WDYW: To have a family and raise children
<b>Read:</b>	<p>"Raising Children," <i>Authentic Happiness</i>, Martin Seligman</p> <p><i>Clawson Family Principles</i> (<a href="http://faculty.darden.virginia.edu/clawsonj/FAMILY-PRINCIPLES.htm">http://faculty.darden.virginia.edu/clawsonj/FAMILY-PRINCIPLES.htm</a> )</p>
<b>Study Questions:</b>	<ol style="list-style-type: none"> <li>1. What does it cost to have children?</li> <li>2. What are the rewards?</li> <li>3. What principles could you use/will you use to raise happy children yourself?</li> </ol>

<b>Class # /Topic</b>	14: WDYW: To have a nice house
<b>Read:</b>	<p>“When a man finishes his house, he dies.” Portuguese proverb</p> <p>View <i>The Money Pit</i> in Room 40 the night before.</p>
<b>Study Questions:</b>	<ol style="list-style-type: none"> <li>1. Complete today’s on-line survey.</li> <li>2. Design your dream house. Floor plans, outside view, landscaping. Design features. Functionality. Rooms.</li> <li>3. How important is it for you to have your dream house?</li> <li>4. What things have we not talked about in the course that are important to you and your sense of success and happiness?</li> </ol>

<b>Class # /Topic</b>	15: WDYW: Conclusion
<b>Read:</b>	<p>Emerson’s quote on “Success”</p> <p>“Richard Branson, the Man who has it all,” <i>Fortune</i>, October 6, 2003</p> <p>“The Happiest Guy in the World”</p>
<b>Study Questions:</b>	<ol style="list-style-type: none"> <li>1. What does it mean to be “successful?”</li> <li>2. What’s your view of Richard Branson? Why?</li> <li>3. What are the lessons of Richard Branson’s life?</li> <li>4. Review your summary data from the on-line survey and be prepared to discuss it.</li> </ol>