

Special Topics: The First Time Manager (49-775)
Carnegie Mellon Silicon Valley
Syllabus

The First Time Manager is a seven week-long course during which students become familiar with a broad range of issues related to management roles within an organization. The course is aimed at students with significant knowledge about software development, but with little or no previous management experience, and covers the most common issues faced by individuals who are in their first management role, including:

- working with people from other groups within an organization or company
- developing techniques for managing subordinates and reporting to their managers
- leading effective meetings
- creating a productive working environment for centralized and distributed teams
- addressing challenging management problems
- prepare for further career advancement

The course work includes reading selected from three texts, as well as from relevant articles that may be assigned on an *ad hoc* basis. Students will make at least one presentation and submit one written report.

Learning Objectives

- Students will learn the difference between an individual contributor role and managing a group of individual contributors
- Students will recommend organizational processes to enhance the effectiveness of their team
- Students will learn about the functions of other departments in an organization or company, and how they interact with a software development organization
- Students will be introduced to planning processes used by senior leadership in an organization
- Students will learn approaches to resolving conflicts within their group
- Students will learn to adjust plans and schedules in light of unplanned events
- Students will improve their ability to speak and write clearly and succinctly

Instructor: Tony Wasserman
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E-mail: tonyw@sv.cmu.edu
Office hours: By appointment (in person or by phone)

Meeting Time: Tuesday and Thursday, 1:30-2:50 PM
Students should be prepared for class discussion, having done the assigned readings and task assignments

Textbooks: Required:

The Geek Leader's Handbook, Paul Glen and Maria McManus, Leading Geeks Press, 2014 (Glen)

The First Time Manager, Loren B. Belker, Jim McCormick, and Gary S. Topchik, AMACOM, 2012 (BMT)

Managing the Unmanageable, Mickey W. Mantle and Ron Lichty, Addison-Wesley, 2013 (ML)

Recommended:

The No Asshole Rule, Robert Sutton, Warner Business Books, 2007

Course Web Site: <http://sm.sv.cmu.edu/ftm>

Grading:

Student performance in the class will be evaluated based on the following components (tentative):

Written essays based on readings (20% each)	60%
Group exercise on development environments	20%
Group exercise on collaboration mechanisms	20%

Assignments

All assignments are due at the time specified in the assignment and shall be submitted to Prof. Wasserman by email to tonyw@sv.cmu.edu. Submissions should be in PDF, .doc, or .odt formats. Do not submit links to online documents, as these are likely to be misplaced. If you need an extension on an assignment, you should request the extension at least 48 hours in advance. Late submissions without an approved extension may be penalized. All assignments are graded by the instructor.

Exams: None

Course Policies

Class Meetings:

While attendance will not be taken, it is in your interest to attend each class meeting. Class participation is encouraged and expected. Please be on time for class and refrain from using mobile devices and laptops during class other than as needed for the class itself.

Academic Honesty and Integrity:

All CMU students are expected to follow the ethical guidelines and adhere to the policies as defined in your Program's Student Handbook or in any other source describing such policies as they apply to students at Carnegie Mellon University. These policies and guidelines are available on the CMU web site. Please read them carefully! You will be held accountable for any violations of these guidelines and policies.

Course Logistics

The entire class will be run using the course website at <http://sm.sv.cmu.edu/pdv>

Class Schedule

Date	Topic	Readings
25-Oct	You're a Manager - Now What?	BTM, Chaps. 1-6; 86
27-Oct	Developing a Management Style	BTM, Chap. 7-8
1-Nov	Managing Down and Reporting Up	ML, Chap. 5, 6
3-Nov	Motivating Your Team	ML, Chap. 7, Glen
8-Nov	Creating an Effective Culture - Meetings	ML, Chap. 8, BTM
10-Nov	Building and Releasing Software	ML, Chap. 9
15-Nov	Coordination with other Departments - Marketing	
17-Nov	Coordination with other Departments - Sales, Support, Training	
22-Nov	Representing Your Organization	Glen pp. 241-264,

24-Nov	No class - Thanksgiving Holiday	
29-Nov	Coordination with other Departments - HR	BMT, Chap. 16,18
1-Dec	Challenging Problems - Staff Turnover	BMT, Chap. 15
6-Dec	Challenging Problems - Internal Conflicts	Glen, p.117-144, I 13-15
8-Dec	Moving Up (or Out)	