

From First Folio to First Principles: A Role for Shakespeare in an Undergraduate, Management Course



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This presentation is available at:
smithw.org/csu-itl-2016.pdf or github.com/wsphd/csu-itl-2016/

Play Context

- MGT 458
- Decision-making and Creativity
- Elective Course
- Undergraduate Seniors
- Mostly Management majors
- Section size: ~ 35 - 40
- taught for the past six years

- Use a multi-disciplinary approach

Playwright's Motivation

- S-t-r-e-t-c-h Reading, Writing, and Critical Thinking throughout entire matriculation
- *Integrate* GE breadth with discipline depth
- Preparing *leaders*, not just employees—the best executives are “T-shaped” managers
- Link to ongoing, campus activities—e.g., *The Tempest* (Plaza Del Sol; Fall, 2014)

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Director's Cut

- Lecture with background reading on the relationship between literature and management (see “Patron’s Epilogue”)
- Start with a team-selected movie first
- This helps with understanding literary analysis, using decision-making and creativity theories, and applying lessons learned to a current event (it’s a written deliverable)
- This also helps with motivation
- For Fall, 2015, the students selected:
 - Karate Kid, 12 Angry Men, The Mighty Ducks, The Hunger Games, Sherlock Holmes, Draft Day

Director's Cut

- Assign one play to six teams of 5-6 students
 - For Fall, 2015: Merchant of Venice, Othello, Hamlet, Julius Caesar, Antony and Cleopatra, King Lear
- Use elementary “side-by-side” texts
 - e.g., “Easy Shakespeare”
- CSUN Library has DVDs of all (BBC) plays
- Emma Smith’s (Oxford) “Approach Shakespeare” series on iTunes (2010)
 - This focuses on one or two key questions, evidence, and developing an argument
- Help students with a few sonnets to practice
 - E.g., 18

Director's Cut

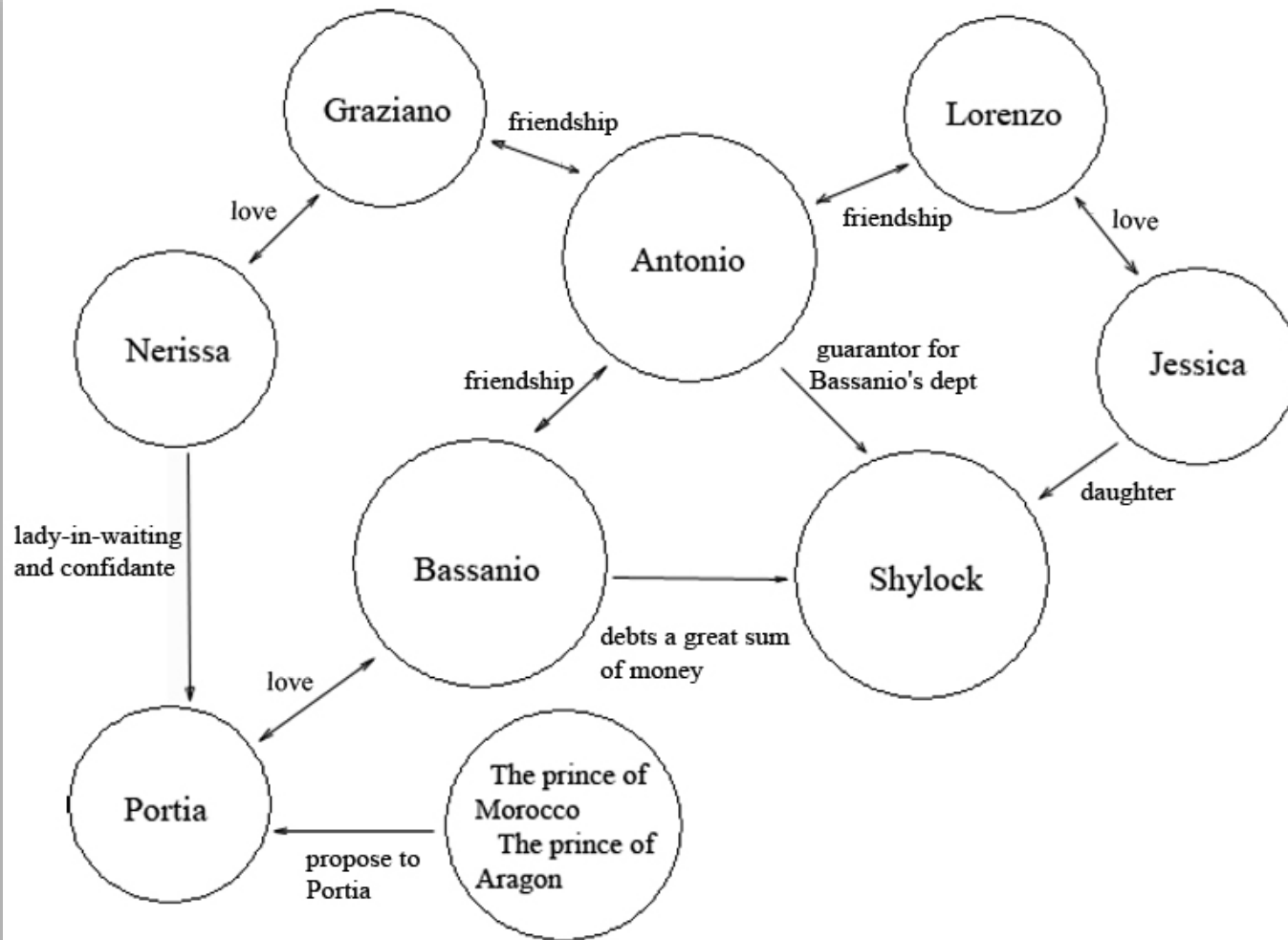
- Link Play themes to contemporary mgt.
 - e.g., "war" \longleftrightarrow "competition"
 - e.g., "freedom" \longleftrightarrow "agency"
- Link Speeches/Soliloquies to contemp. mgt.
 - e.g., King Henry V leading troops \longleftrightarrow CEO
 - e.g., "St. Crispin's Day" speech \longleftrightarrow entrepreneur
- Link sentence-level to contemporary mgt.
 - e.g., Antony and Cleopatra
 - "To business that we love we rise betime;
 - and go to't with delight" \longleftrightarrow specialization/career

Director's Cut

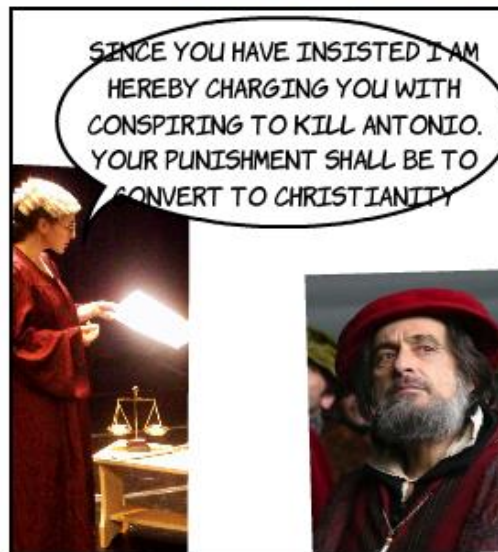
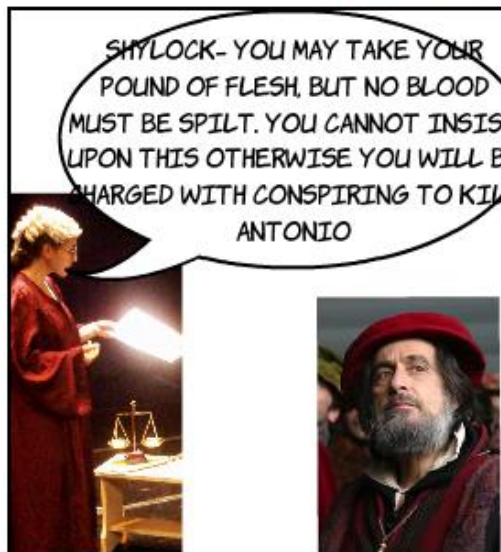
- Each team presents (15-20 minutes w/ Q&A)
- Explicate the classroom theories of decision-making and creativity in the play, and then link those theories to a current mgt. event.

Example — The Merchant of Venice

Character Map



Dialogue



Themes

- Marriage
 - Bassanio and Portia
 - Lorenzo and Jessica
- Race
 - Antonio (Christian)
 - Shylock (Jewish)
- Money
 - Contract to repay loan from Shylock
 - Shylock (Jewish)
- Justice
 - Trial to free Antonio from the contract

Symbolism

- Christianity
 - “In religion, what damned error, but some sober brow will bless it and approve it with a text, hiding the grossness with fair ornament?”
— Bassanio (Act III, Scene II)
- Value
 - The casket that Bassanio chooses—lead—shows that appearances can be deceitful.
 - The three caskets represents the cultural and legal system of Venice.
- Faithfulness
 - If chosen right, he will marry Portia; if chosen wrong, they will never mention the caskets or marriage again.
- Bonds
 - A “pound of flesh” is really high interest rate.
 - Also, it’s Shylock’s inflexible adherence to the Law.

Irony

- Disguise
 - Portia as Balthazar
 - Jessica as a boy
- Change in Perception
 - Portia (as Balthazar) asks for Bassanio's ring back, as a token, even though she told him never to take it off for any reason.

Plot One

Antonio/Bassanio/ Shylock

- ❖ Antonio and Bassanio make a contract with Shylock to get a loan. The deal states that if they cannot pay Shylock back by the deadline, then Shylock will be entitled to a pound of Antonio's flesh.

- ❖ **Trial:** The outcome of the contract is later decided in a trial.



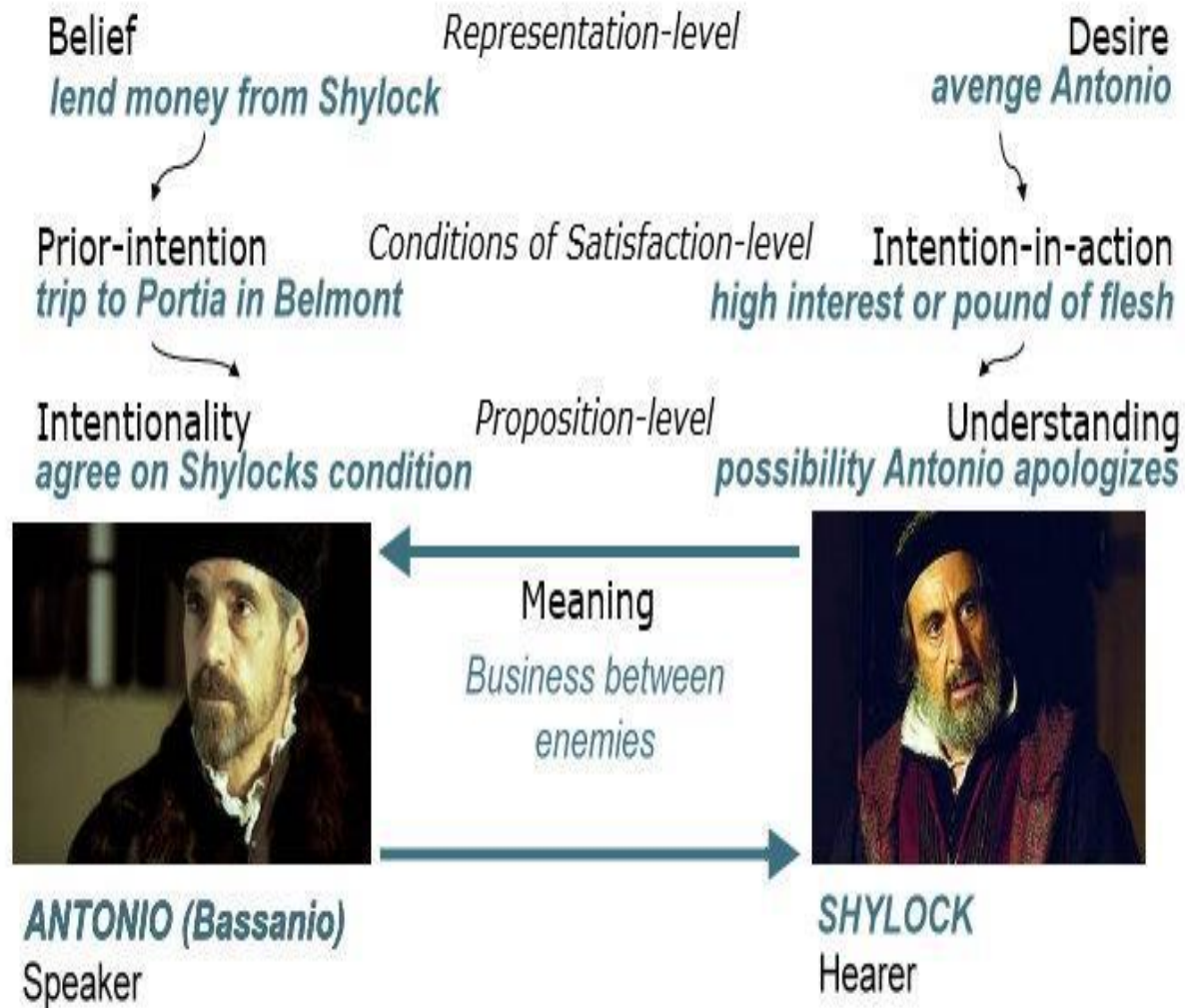
Logical Fallacies: Equivocation

- Some phrases in contract are used in two different senses in the argument and the conclusion changes
- “A pound of flesh” – no blood at all, even if one drop of blood is shed it will be a crime
- “Exactly a pound of flesh” – not more or less, even if it’s just a tiniest fraction of an ounce.

Portia's Structuring of The Trial

- Creates an atmosphere where her clarifications cannot be rejected
- Gains credibility by strictly referring to the law
- Sets psychological traps for Shylock
- Uses speech theory “philosophical” model to hear affirmation statement from Shylock.

Philosophy of Language



Plot Two

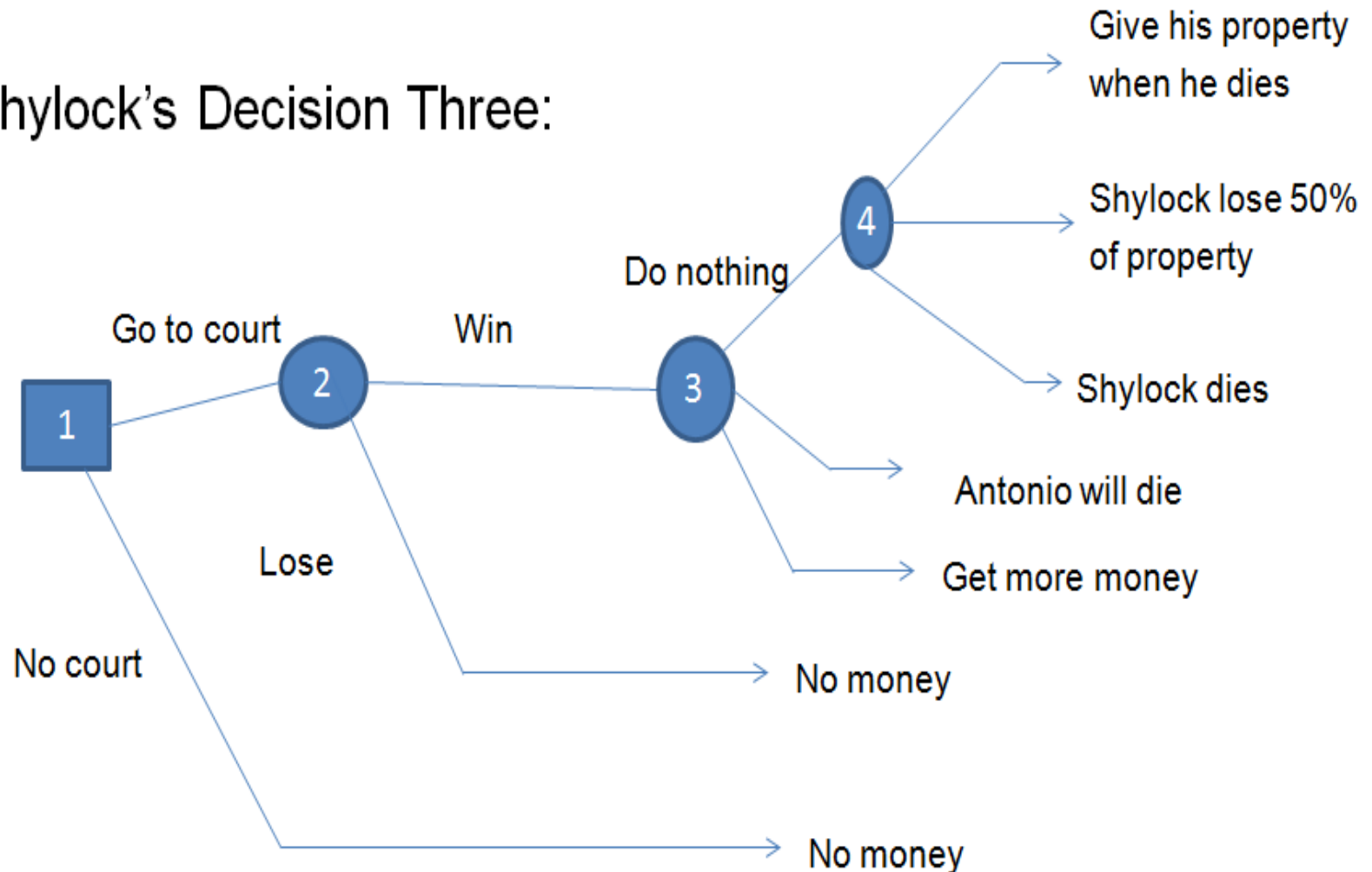
Portia and the 3 caskets

- ❖ Portia's dead father has set up a lottery game for her in his will.
- ❖ The lottery game consists of 3 caskets (gold, silver, and lead). One of the caskets contain a picture of Portia.
- ❖ Potential suitors have the chance to pick the right box with Portia's picture that will ultimately win them Portia's hand in marriage.



Decision Tree [sic]

Shylock's Decision Three:



Aha Moment: Just Walk Away

❖ “Tactics to Spark Creativity”

- ❖ creative ideas emerge from taking the mind off of the problem or subject

❖ Examples

- ❖ Daydreaming breaks
- ❖ Having an alcoholic beverage or two
- ❖ Gazing at something green



Example — Applications

Focusing on the Dramatic Events Decision Making Model

- ❖ Shylock: “My deeds upon my head. I crave the law; the penalty, and forfeit of my bond.” (Act IV, line 204)
- ❖ Shylock was called to the courts in Venice by the Duke.
- ❖ Everyone feels that Shylock only wants to prove a point, instead of actually taking a pound of flesh.

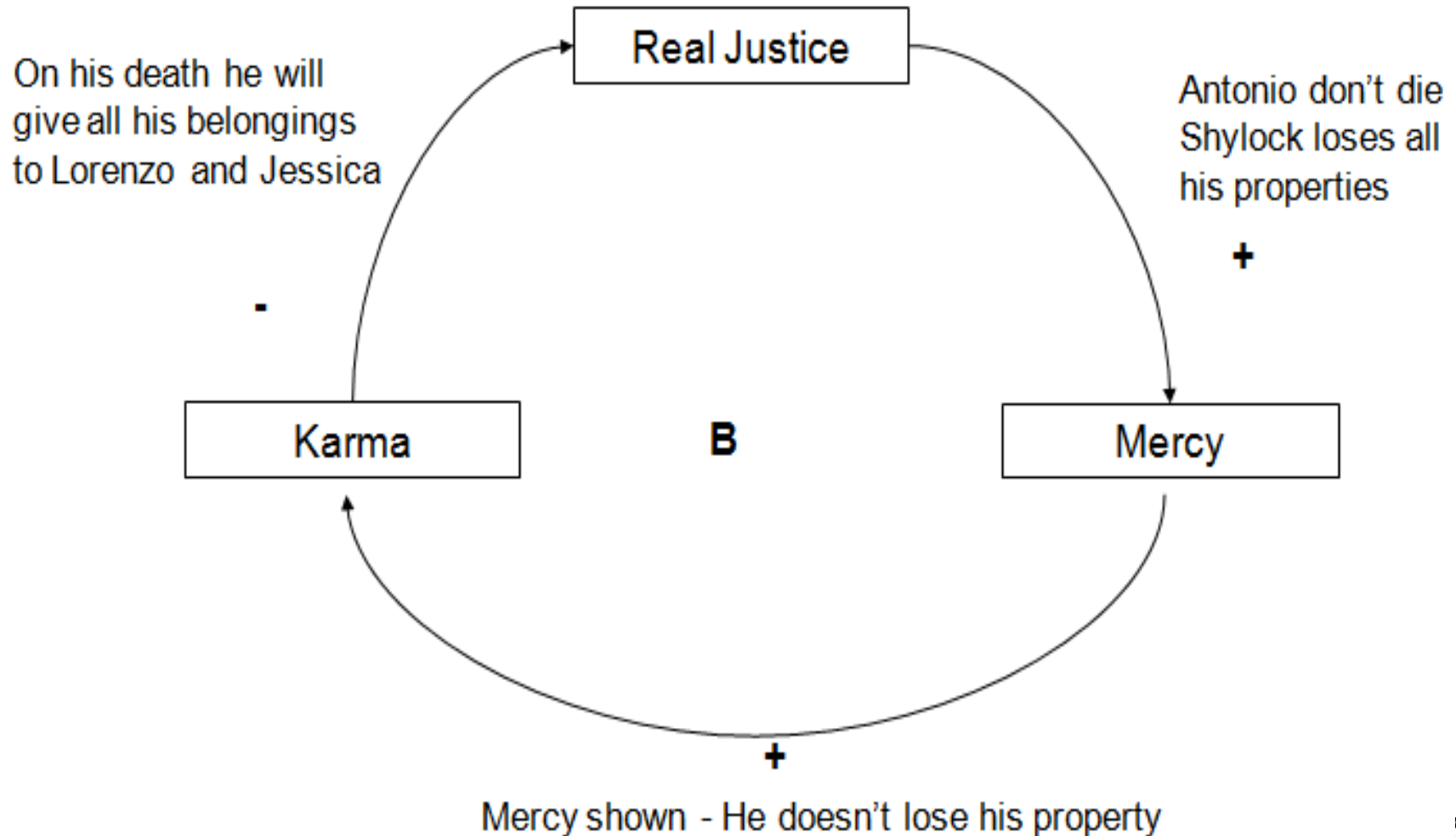
❖ Recallability Trap:

- ❖ Shylock constantly reminded everyone that he was ridiculed for being Jewish and wealthy. Antonio was one of the main characters who would antagonize Shylock in the past.

❖ Impact:

- ❖ Humans based decisions on past experiences.
- ❖ Certain situations relate to that dramatic occurrences in time.

System Dynamics



“BIG 5” O.C.E.A.N. Personality Profile

Scene #2

Understanding Shylock's Personality

Big 5 IPIP/NEO Personality Profile's Five Factor Personality Model

- **Extraversion** – low score – subdued loner, introverted.
- **Agreeableness** – low score – self consumed, focused on himself, business.
- **Conscientiousness** – high score – has clear goals, is determined to achieve.
- **Neuroticism** – high score – his emotional reactivity is quite high.
- **Openness to Experience** – low score – holds on to his ways and beliefs.

Some of his traits are possibly negatively influenced by his relationship with others in society. He has the ability to do well in business but has trouble dealing with conflict, controlling his emotions and feelings hence the situation he finds himself in.

Portia's Aha Moment



- ❖ Act IV, Scene 1, Lines 302- 309
- ❖ Portia has an “aha moment”
 - ❖ Reads and interprets existing contract literally
- ❖ Portia steps away to get a creative idea
- ❖ Shylock can only have the “pound of flesh”
 - ❖ no blood
 - ❖ no more than a pound
- ❖ Portia ensures justice is served

Scene #3 – Shakespeare and the City of Bell

- Shylock - wealthy man, blinded by his anger caused by the marriage of his daughter and Antonio, Christian merchant of Venice, decides to put the definition of greed to the next level by asking to cut off a piece of flesh from Antonio's body to pay off his debt
- Comparison to City of Bell: flesh in this case represents the enormous amount of money that has been stolen by the past city officials of Bell
- Mayor Oscar Hernandez, deputy mayor Teresa Jacobo and former council members Luis Artiga, George Cole George Mirabel and Victor Bello all can be compared to Shylock
- Shakespeare outcome: Shylock not only did not get to cut off the flesh, but he also had to give away his money to his daughter and government
- City of Bell outcome: loss of the jobs, loss of income, forbiddance to participate in civil activities or come close to the City Hall, bad reputation, trial.

William Shakespeare

The City of Bell Controversy

Smart Choices: *John S. Hammond, Ralph L. Keeney, Howard Raidda*

Risk Profile: A risk profile captures the essential information about the way uncertainty affects an alternative. It answers four key questions:

1. *What are the key uncertainties?*
2. *What are the possible outcomes of these uncertainties?*
3. *What are the chances of occurrence of each possible outcome?*
4. *What are the consequences of each outcome?*



The City of Bell Controversy

Uncertainty: When they
are going to get caught

Outcome	Chance	Consequences
High Profits and Corruption	Most Likely	Jail time, negative publicity, loss of job, loss of future income. High taxes citizens of the city of bell.
Medium Profits and Corruption	Somewhat Likely	Job loss, bad reputation, possibility of a civil case.
No additional Profits	Unlikely	Stable job, moderate income, good city reputation, Great benefits, Happy Family.

Scene #3 – Shakespeare and the City of Bell

Act III, scene ii The three caskets

Plot and Scenario

-The contest for Portia required to choose from three caskets: Gold, Silver and Lead and if the suitor chooses the right casket, he gets Portia but if he loses he must go away and never trouble her or any other woman again. Our hero Bassanio is in risk of losing the contest and losing Portia the love of his life.

- This is some serious decision making

Character and Business relation

Bassanio – Our hero who will be compared to the two reporters who were the whistleblowers for city of bell officials.

The prince of Morocco – City of Bell officials

The prince of Arragon – City of Bell officials



Business Relation

Jeff Gottlieb, Ruben Vives (Reporters) - High Ambivalence

- *These two reporters are compared to Bassanio because they both chose the lead casket which is worth nothing in monetarily. They are more high ambivalent thinkers because they are thinkers who carefully and evaluate both sides of decision and made the right decision.*
- *They could have either threatened these city of bell officials for money by threatening them to blackmail them however they sought out the truth avoiding the temptation of gold and silver casket. Thus showing that they are high ambivalent thinkers.*

The City of Bell officials – Low Ambivalence

- *We will relate these city of bell officials to two princes who chose the gold and silver casket because they are low ambivalent thinkers who don't think about the gray area of making the decision. The gold and silver symbolizes money and greed and city officials did not think of the consequences of stealing money.*

Current Event

- ❖ Managers taking shortcuts to fill jobs as fast as possible
- ❖ DHI Group's time-to-hire index averages 29 days
- ❖ Chipotle's National Career Day



Strategic Barriers



Runco's Creativity: Theories and Themes: Research, Development, and Practice:

- ❖ Tendency to rely on past experience
- ❖ Focus on narrow range of options
- ❖ Adapt an over-serious approach to problems

Application

- ❖ Shylock and Antonio rush into their contract with poor understanding of Venetian law
- ❖ Chipotle and other companies desperate to get new hires as fast as possible
- ❖ Lack of alternatives; just using faster version of traditional hiring techniques



Current Event — Apple v. Samsung lawsuit

- Overconfidence Trap – Shylock is too confident about the trial outcome
- Failure to be lenient becomes his unexpected weakness
- Outcome is one that represents what he has fought against

Current Event — Apple v. Samsung lawsuit

- Prospect Theory – Apple is risk-seeking
- Court not taking into consideration the complexity of the patent system
- Companies have to play by Apple's rules

Player's Epilogue

- *A Noise Within* (“classics” playhouse in Pasadena—CPE credit for teachers and “persuasive voice” for attorneys) [<http://www.anoisewithin.org/education/conservatory/#tabs-2>]
- *Movers and Shakespeares* (Corporate/Executive Training) [<http://www.moversandshakespeares.com/>]

Player's Epilogue

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Questions?

