



Course Code MGT 518 CEO & TOP MANAGEMENT TEAM Module 3, 2017-2018

Course Information

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TA Office Hours: 13:30-15:20, Monday

Classes

Lectures: Tuesday & Friday 10:30-12:20pm

Venue: PHBS Building, Room 231

Wechat Group:

2018 CEOTMT Course

1. Course Description

1.1 Context

Course overview

The actions – or inactions – of CEOs and Top Management Teams (TMTs) at the apex of an organization can dramatically affect organizational outcome. CEO & TMT is a graduate level course designed to deeply comprehend these key people – the importance of these key people to an organization, their differences in personalities, values, abilities, experiences, and perceptions, their turnovers and successions, and the incentives to these key people to create value for organizations, etc. This course provides an intensive and inspiring learning experience for graduate students (MA and MBA students) and practitioners (current or prospective executives) who are seeking career advancement and broader responsibilities in organizations.

This course will cover the following topics:

- (1) CEOs/Founders of established firms and start-ups
- (2) CEOs of Chinese firms and firms headquartered outside of China
- (3) CEOs and TMTs in Mergers and Acquisitions (M&A) - one key corporate strategy

Prerequisites

Students are required to have completed at least one management course at master/undergraduate level. If students do not meet the prerequisite requirement, you must show the evidence that you have adequate academic backgrounds to the instructor for the approval.

1.2 References and Reading Materials

Course materials will consist of four areas: (1) References; (2) Harvard cases; (3) Academic papers; (4) Powerpoint slides.

(1) Course references

One set of the following two references is available at Office 114. You can contact Allison at office 114 to borrow these references.

Finkelstein, S., Hambrick, D. C., and Cannella, A. 2009. *Strategic Leadership: Theory and Research on Executives, Top Management Teams, and Boards*. Oxford: Oxford University Press (Finalist, Academy of Management Terry Book Award).

Larcker, D. & Tayan, B. 2011. Labor market for executives and CEO succession planning & Executive compensation and incentives. Chapter 7& 8. *Corporate Governance Matters: A Closer Look at Organizational Choices and Their Consequences*. New Jersey: Pearson Education, Inc.

(2) Cases

Harvard cases will be distributed one week before case discussions.

(3) Academic papers

Academic papers will be distributed one week before lectures.

(4) Powerpoint (PPT) slides

PPT slides will be emailed to you after each lecture.

Recommended Readings: I recommend that you read (or browse) a major business newspaper (e.g., *the Wall Street Journal* or *Financial Times*) on a daily basis. You have heard the phrase “readers are leaders.” This is true assuming the reading is relevant. There is a lot to choose from so choose wisely. Most people do not read; this will be a habit that will set you apart.

2. Learning Outcomes

2.1 Intended Learning Outcomes

Learning Goals	Objectives	Assessment
1. Our graduates will be effective communicators.	1.1. Our students will produce quality business and research-oriented documents.	No
	1.2. Students are able to professionally present their ideas and also logically explain and defend their argument.	Yes
2. Our graduates will be skilled in team work and leadership.	2.1. Students will be able to lead and participate in group for projects, discussion, and presentation.	Yes
	2.2. Students will be able to apply leadership theories and related skills.	Yes

3. Our graduates will be trained in ethics.	3.1. In a case setting, students will use appropriate techniques to analyze business problems and identify the ethical aspects, provide a solution and defend it.	Yes
	3.2. Our students will practice ethics in the duration of the program.	Yes
4. Our graduates will have a global perspective.	4.1. Students will have an international exposure.	Yes
5. Our graduates will be skilled in problem-solving and critical thinking.	5.1. Our students will have a good understanding of fundamental theories in their fields.	Yes
	5.2. Our students will be prepared to face problems in various business settings and find solutions.	Yes
	5.3. Our students will demonstrate competency in critical thinking.	Yes

2.2 Course specific objectives

This course contains the frontier academic research, numerical examples, and the analyses of classic and latest cases related to CEOs & TMTs in the global business world. The goals of this course are to (1) facilitate students to develop a solid and comprehensive understanding of these key people; (2) offer students fine-grained analyses of decision making processes of CEOs& TMTs. Armed with such in-depth understandings of CEOs & TMTs, students are more capable of shouldering key responsibilities in organizations competing in the dynamic global market.

2.3 Assessment/Grading Details

Assessment task	Weighting
Class Participation	10%
In-Class Group Case Analyses and Reports	28%
Final Individual Report	25%
Final Group Project Presentation	25%
Final Group Project Peer Evaluation	9%
Effective Group Leaders	3%
Total	100%

*Assignments submitted after the due time will be penalized 10% of the base grade for each 24-hour late.

A. Class Participation (10%)

Please plan to treat this course as an opportunity to practice the professionalism that will serve you well during your career. You owe yourself and your fellow students your presence in the classroom. Meanwhile, please note that nonprofessional behavior (i.e. sleeping in class, chatting with your neighbors during the class time, showing up late to class, reading materials other than those assigned for this class, leaving class early, failing to turn cell phones off, passing notes, eating, rudeness,

sarcasm, discrimination, etc.) that creates a distraction is likely to inhibit both your own and your peers classroom learning. As such you can expect that the demonstration of unprofessional behavior will negatively impact your grade in class participation.

Please also note that attendance is a necessary but insufficient condition for participation in a timely manner; this means that simply attending the class is not the same as participating. Participation will be graded on the basis of the quantity and quality of an individual's contribution to classroom discussion. In fact, we learn best when we are actively involved in the activity we are attempting to master (consider riding a bicycle, studying dentistry).

Being well prepared for class is a prerequisite for high quality involvement, which in turn better enables you to maximize your learning. Hence, it is virtually important and it is also your responsibility that you always have read in advance the materials that will be covered during the class. Your level of preparation for this class will determine your success. Please come to class prepared.

*Students with the University approved excuse (e.g., valid medical proof) will have his or her absence excused for that day. Besides, it is the responsibility of the absentees to consult their peers about what were covered in the class.

B. In-Class Group Case Analyses and Reports (28%)

Group members: To ensure students to experience sufficient interactions with each other and to experience group dynamics, group members will be different across FIVE group case discussions. Group members (4-6 members) will be assigned by the Professor at least one week before each group case discussion. TA will send you the seating chart indicating groups through emails/wecharts one week before each group case discussion.

Group leaders: (1) You are encouraged to voluntarily be a group leader. Please email TA your preference for being a group leader one week before the case discussion. If TA does not receive such preferences, TA will assign a group leader. (2) Group leaders will be responsible for (a) taking a laptop to the class; (b) coordinating group discussions; (c) leading the group to discuss the case with other groups. You can agree or disagree with other groups' opinions. If you disagree, you need to tell the rationale. You are welcome to provide different insights; and (d) submitting a written report to case discussion questions with * before 6:00pm of the day when the case discussion ends.

Pre-class preparation: Each group member has to read the case and think about case discussion questions INDEPENDENTLY before class.

In-class group case discussions: In class each group member will discuss your thoughts with your group members; and then groups will exchange ideas.

Post-class written report submissions: Each group needs to hand in written answers (1-page) to discussion questions with * before 6:00pm of the day when the case discussion ends.

Grading criteria: In the end of the class, the professor will randomly pick up two cases; and grade your group performance in class discussions ((14% = 7% * 2 cases) and written reports (14% = 7% * 2 cases). The grade is based on your active and quality participation in class discussions and correct understandings of the concepts and theories, and the breadth and depth of your analyses in written reports.

C. Final Individual Report (25%)

Contents: In the end of the class each student is required to submit an individual report. The final individual report is the reflection of what you have learned in the course. There are a number of topics/issues that can be addressed in your individual report. Several possible topics are provided below, though they need not be limited to these.

1. Please use concepts and theories in the course to provide your own analyses of one of the CEOs/top managers/top management teams we discuss in lectures and case analyses.

- a) Why does the CEO achieve the success?
 - b) Why does the CEO fail?
 - c) What are the roles of CEOs/top managers in corporate strategies such as mergers and acquisitions?
 - d) What are the decision making processes of CEOs and their TMTs?
2. What have you learned in the course?
- a) How to be an effective CEO?
 - b) How to coordinate with top managers?
 - c) Who are qualified to be a member of a TMT?

Grading criteria: The individual report is no more than *two-page* long excluding the cover page with your name, student ID number and individual report title, and references; and typed in *double-space and 12 point Times New Roman*. Please provide your references to the facts/data in your writing. *Please email your individual report to TA and copy the email to the Professor before the end of the last lecture.* The Professor will grade your individual report based on the relevance and accuracy of your contents, the logics and rationales of your analyses and the format.

D. Final Group Presentation (25%)

To facilitate students' awareness about, and sensitivity to CEOs and TMTs in the business world dynamics, as well as apply what is learned throughout the course, students are required to form groups and prepare a group case presentation.

Group members: Please email TA your group members (4-6 students) and the group leader before Week 5. If TA does not receive your preference, TA will assign students into different groups with group leaders.

Group leaders will be responsible for (a) assigning tasks among group members; (b) calling for group meetings to discuss the final project; (c) coordinating among members and facilitating the completion of the final project before the deadline; and (d) submitting the PPTs on time and making sure the quality of the presentation.

Topics: The principle is “first come, first served. Please email TA the name of the CEO/TMT of your final presentation as soon as possible.

Contents: Your group presentation should include the following parts:

- (1) A brief introduction of a CEO/TMT; and the affiliated company.
 - a) The CEO/TMT in your final group project should not be discussed in lectures and case analyses.
 - b) Groups should analyze different CEOs/TMTs.
 - c) You are encouraged to analyse a CEO/top manager that you admire most.
- (2) An analysis of several key aspects of the CEO/TMT. For example,
 - a. What contributes to their successes? What makes them fail?
 - b. How do they make strategic decisions?
 - c. What are the roles of CEOs/TMTs in mergers and acquisitions (M&As) or cross-border M&As?
 - d. How do CEOs/TMTs lead their companies?
 - e. Other topics such as CEO succession, CEO hubris, executive compensation.
- (3) Conclusion

Submissions: Please email TA your PowerPoint slides two days before your presentation.

Presentation: The sequence of the presentation follows the alphabetical sequence of each group leader's surname. The presentation will last 15-20 minutes excluding 3-5 minutes Q&A session.

Grading criteria include: accurate understanding of concepts, relevancy to the course, critical thinking, quality of your analyses, presentation quality, formal business dress, the quality of the answers to the questions, and completion of the presentation within time limit. Marks will be deducted if the time limit is exceeded.

E. Final Group Project Peer Evaluation (9%)

In the end of your final group presentation, each group member is required to evaluate each group member's contributions to the final group project. Please refer to Appendix A.

F. Effective Group leaders (3%)

In the end of your final group presentation, each student is required to provide a list of names of students whom you consider as effective group leaders in FIVE case discussions and final group projects. If the student is nominated, the student will receive 3% in the final grade.

2.4 Communications

TA will be responsible for creating a wechat group for this course. Each student is required to join the wechat group. Each student should use his/her real name (Chinese & English names in this wechat group). Announcements will be posted through the wechat.

In the third lecture, each group leader will be responsible for submitting a group photo indicating each member's Chinese name and English name to TA and copy the email to me. The photo should clearly show each member's face and manner.

2.5 Academic Honesty and Plagiarism

Please refer to Handbook for PHBS students. It is important for a student's effort and credit to be recognized through class assessment. Credits earned for a student work due to efforts done by others are clearly unfair. Deliberate dishonesty is considered academic misconducts, which include plagiarism; cheating on assignments or examinations; engaging in unauthorized collaboration on academic work; taking, acquiring, or using test materials without faculty permission; submitting false or incomplete records of academic achievement; acting alone or in cooperation with another to falsify records or to obtain dishonestly grades, honors, awards, or professional endorsement; or altering, forging, or misusing a University academic record; or fabricating or falsifying of data, research procedures, or data analysis.

All assessments are subject to academic misconduct check. Misconduct check may include reproducing the assessment, providing a copy to another member of faculty, and/or communicate a copy of this assignment to the PHBS Discipline Committee. A suspected plagiarized document/assignment submitted to a plagiarism checking service may be kept in its database for future reference purpose.

Where violation is suspected, penalties will be implemented. The penalties for academic misconduct may include: deduction of honour points, a mark of zero on the assessment, a fail grade for the whole course, and reference of the matter to the Peking University Registrar.

For more information of plagiarism, please refer to *PHBS Student Handbook*.

Topics, Teaching and Assessment Schedule (The temporary one)

Week		Lecture	Date	Contents
1	Tuesday	1	27-Feb	Introduction
				Course Introduction
	Friday	2	2-Mar	The Importance of CEO & TMT's Perceptions
				Part I: Golden Mine Case A
				Part II: Decision making framework in real business worlds
				Mini-case: the rise of wechat
				Mini-case: Google acquires YouTube for 1.65 billion in stock
2	Tuesday	3	6-Mar	CEO & TMT: Team Dynamics and Get Things Done Through Others
				Golden Mine Case B
	Friday	4	9-Mar	Introduction of CEO & TMT
				An Important Photo
				Video: The Secret to Alibaba's Culture Is Jack Ma's Apartment
				Case 1 title: HKU-Harvard Business Publishing Case: Alibaba's Jack Ma: Rise of the new Chinese entrepreneur
3	Tuesday	5	13-Mar	The Key Challenge that CEO Always Faces
				Mini-case: Jack Ma's crisis management: a leaked email to employees regarding share price performance
				Mini-case: Harvard Business Review Google & Alphabet (G&A) -how to tackle challenges
	Friday	6	16-Mar	CEO: Bounded Rationality
				Case 2: The Entrepreneur/CEO's Chinese traditional Confucianism value: his startup decision and leadership style
4	Tuesday	7	20-Mar	Bounded rationality: Executive personality
				Zhu, D. H., & Chen, G. L. 2015. CEO narcissism and the impact of prior board experience on corporate strategy. <i>Administrative Science Quarterly</i> , 60: 31–65.
	Friday	8	23-Mar	Bounded rationality: executive experience
				Cohen, Wesley, M. & Levinthal, Daniel A. 1990. Absorptive Capacity: A New Perspective on Learning and Innovation, <i>Administrative Science Quarterly</i> , 35, 128-152.
5	Tuesday	9	27-Mar	CEO in Mergers and Acquisitions
				Case 3 NSEAD-Harvard Business Publishing Case: Sunac's Acquisition of Greentown in the Chinese Real Estate Market (A)
				Game: Power distance cultural value of CEOs and post-acquisition integration of cross-border M&As
				Huang, Zhi., Zhu, Hong., & Brass, Daneil. 2017. Cross-border acquisitions and the asymmetric effect of Power Distance value difference on long-term post-acquisition performance. <i>Strategic Management Journal</i> , 38 (4): 972-991
	Friday	10	30-Mar	Top Management Team

				Case 4: Harvard Business School case Decision making at the Top: The all-star sports ebusiness division I
6	Tuesday	11	3-Apr	Case 4: Harvard Business School case Decision making at the Top: The all-star sports ebusiness division II
	Friday	12	6-Apr	TMT - Intro, composition amd decision making Reference: Journey to the west
7	Tuesday	13	10-Apr	Executive Turnover and Succession
				Case 5 : Harvard Business School case: Founder-CEO succession at Whily Technology I
8	Friday	14	13-Apr	Case 5: Harvard Business School case: Founder-CEO succession at Whily Technology II
	Tuesday	15	17-Apr	CEO turnover and succession Shen, W., & Cannella, A. A., Jr. 2002. Revisiting the performance consequences of CEO succession: The impacts of successor type, postsuccession senior executive turnover, and departing CEO tenure. <i>Academy of Management Journal</i> , 45(4): 717-733.
		16	20-Apr	Executive compensation
				Harvard Business School case: Executive Compensation at General Electric (A)
9	Tuesday	17	24-Apr	Executive compensation and incentives & Wrap-up
	Friday	18	27-Apr	Final Group Presentations & Group photos

Miscellaneous**APPENDIX A****PHBS 2017-2018 Academic Year
Third Module****CEO & TMT MA Couse
GROUP PERFORMANCE EVALUATION**

Case Name: _____

Student Name: _____

Student ID: _____

	Group Members' Names	The sum of all members' contributions is 100.
1	Member 1 (Your name)	25
2	Member 2	30
3	Member 3	25
4	Member 4	20

Comments

1) Did any group member make exceptionally strong contributions? Describe.

Group member B provided insightful comments that add value and/or that we have not thought of.

2) Did any group member fail to make appropriate contributions? Describe.

Group member C did not make efforts and did not provide quality answers.