

MGMT 611: MANAGING THE ESTABLISHED ENTERPRISESpring 2016

INSTRUCTOR(S)

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COURSE OBJECTIVES

The management of large, established enterprises creates a range of multi-faceted challenges for the general manager. A general manager needs to understand the internal workings of a firm, how to assess and create a strategy, and how to take into account increasing globalization. While these issues are distinct, they are very much intertwined. As a result, this course will provide you with an integrated view of these challenges and show you that successful management in the 21st century requires a combination of insights drawn from economics, sociology, psychology and political economy. The course has three main parts, and two “bookend” events. The course starts with a class in which you will meet your entire teaching team and receive a road-map for this semester-long journey.

The first major part of the course will deal with fundamental issues of strategy, examining issues central to the long- and short-term competitive position of an enterprise. We will develop a set of analytical frameworks that enable you to explain performance differences among firms and that provide a structure for strategic decisions to enhance firms’ future competitive positions. We will cover both strategy at the business unit level, introducing tools of industry analysis and competitive positioning, and at the corporate level, examining the economic logic for firms to diversify across businesses and for vertical integration decisions across stages of the industry value chain.

The second part of the course stresses the fact that organizational life is built around a complex interplay of social forces. Networks of cooperation, group conflicts, systems of power and influence, career paths, and reward systems shape how people and organizations manage and are managed. In this part of the course, we will create a framework for analyzing the impact of these social forces on individuals, teams, and the organization. We study how to motivate and manage others, and will look at developing organizational designs and human-resource systems that achieve competitive advantage through the management of people and teams.

In the third part of the course, we will learn about the unique opportunities and challenges that firms face when doing business across borders, and the strategies that they can deploy based on the external business environments and firm-specific characteristics. While reinforcing the learning points covered in the previous two parts of the course, the discussions in this part will emphasize the deep and persistent cross-country differences in economic, political and social institutions. We will also discuss how trade agreements, investment treaties, new technologies, and new business models are shaping the business landscape for multinational enterprises.

In the last two regular class sessions of the course, you will present your team-based final paper, which will give you the opportunity to apply the tools you have learned in the course to a company of interest to your team.

TEXT AND READINGS

Wharton Reprographics has a copy of the course pack for MGMT 611, which can be purchased from Study.Net. The readings listed on the course outline below should be read and prepared before that class session.

ASSIGNMENTS, QUIZZES AND EXAMS

Strategy paper: February 16 at noon
Human and Social Capital paper: March 25 at noon
Global strategy paper: April 15 at noon
Final paper presentation: April 18 and 20
Final paper: April 27 at noon

GRADING

Your grade will be based on a Strategy paper (15%), a Human and Social Capital paper (15%), a Global Strategy paper (15%), class participation (20%), the team final paper (28%) and team project presentation (7%). Completing the course requires submitting the written assignments, making the team project presentation, and being present and engaged in classroom discussions.

FACULTY LUNCHES

We have scheduled a number of informal lunches with the course faculty. These are totally optional. You may sign up for lunch on the Canvas page for your section.

CLASSROOM EXPECTATIONS

- Class starts and ends on time, with late entry or reentry only under exceptional circumstances
- Name tents always displayed and seating as defined by the class seating chart
- All phones and electronic devices turned off with the exception of the display of readings
- Attendance of all class sessions is essential (let the day's instructor know by email in advance if you cannot attend a class session)

ETHICS AND USE OF PRIOR MATERIALS

It is never appropriate to use materials prepared by students or faculty in this course from previous years. You should not use previously completed case write-ups, or summaries of readings.

COURSE OUTLINE

Mon, Jan. 11

Class 1: Course Introduction, Meet the Teaching Team

Steven Greenhouse, "How Costco Became the Anti-Wal-Mart," *New York Times*, July 17, 2005.

"Wal-Mart, thwarted by India's retail restrictions, goes big: wholesale," *Los Angeles Times*, July 23, 2015.

Wed, Jan. 13

Class 2: Industry Analysis (Strategy Class #1)

Porter, Michael E. 2008. "The Five Competitive Forces that Shape Strategy." *Harvard Business Review*, January, pp. 79-93.

Case: Cola Wars Continue: Coke and Pepsi in 2010 (9-711-462)

Mon, Jan. 18	Martin Luther King, Jr. Day --- CLASSES DO NOT MEET
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Wed, Jan. 20 **Class 3: Complementors (Strategy Class #2)**

Brandenburger, Adam M., and Barry J. Nalebuff. 1996. *Co-opetition*, pp. 11–34.

Video: All Players in the Game: <http://vimeo.com/62165898>

Case: De Beers at the Millenium (9-706-518)

Jan. 21 – Jan. 31	Focused Recruiting Period --- CORE CLASSES DO NOT MEET
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Mon, Feb. 1 **Class 4: Value Creation & Appropriation (Strategy Class #3)**

Brandenburger, Adam, and Harborne Stuart. 1996. Value-Based Business Strategy. *Journal of Economics and Management Strategy*, 5 (1): 5–24.

Videos: A Definition of Value: <http://vimeo.com/61143220>

How the Pie is Divided: <http://vimeo.com/61225993>

Wed, Feb. 3 **Class 5: Positioning & Activity Systems (Strategy Class #4)**

Porter, Michael E. 1996. "What is Strategy?" *Harvard Business Review* (November-December): 61–78.

Case: Progressive Corporation, 9-797-109

Mon, Feb. 8 **Class 6: Competitive Interactions (Strategy Class #5)**

Porter, Michael E. 1980. *Competitive Strategy*, Ch. 3, pp. 47–74.

Video: The Uncertainty in a Game <http://vimeo.com/64599418>

Case: Philips' Compact Disc Introduction (B), 9-792-036

Wed, Feb. 10 **Class 7: Corporate Strategy (Strategy Class #6)**

Ghemawat, Pankaj and Jan Rivkin. 2010. "Choosing Corporate Scope," *Strategy and the Business Landscape* (3rd ed.), Ch. 6, pp. 123 – 147.

Case: The Walt Disney Company: The Entertainment King, 9-701-035

Mon, Feb. 15 **Class 8: Strategic Planning and Strategy Wrap-Up (Strategy Class #7)**

Gavetti, Giovanni, and Jan Rivkin. "The Use and Abuse of Analogies" (9-703-429)

Gavetti, Giovanni, and Jan Rivkin. "Analogical reasoning at Lycos"

Tue, Feb. 16	STRATEGY MEMO DUE AT NOON
Wed, Feb. 17	Class 9: Strategic and Organizational Change (Strategy Class #8 and Human and Social Capital Class #1) Case: Charles Schwab Corporation (A), 9-300-024
Mon, Feb. 22	Class 10: Motivating Individual Performance (Human and Social Capital Class #2) Stephen P. Robbins and Timothy A. Judge, excerpts from "Motivation" (needs, cognitive evaluation, goal-setting, expectancy), <i>Organizational Behavior</i> , 12 th edition, Englewood Cliffs, N.J.: Prentice Hall, pp. 192-198, 208-210. Case: Nordstrom Inc. Department Store (Wharton)
Wed, Feb. 24	Class 11: Designing Reward Systems (HSC Class #3) Steven Kerr, "On the Folly of Rewarding A While Hoping for B," <i>Academy of Management Journal</i> 18: 769-83. Stephen P. Robbins & Timothy A. Judge, "Equity Theory," from <i>Organizational Behavior</i> , 12th edition, Englewood Cliffs, N.J.: Prentice Hall, pp. 203-207. Case: Hausser Food Products Company (private case)
Mon, Feb. 29	Class 12: Designing Jobs and Organizing Work (HSC Class #4) J. Richard Hackman, Greg Oldham, Robert Janson, and Kenneth Purdy, "A New Strategy for Job Enrichment," <i>California Management Review</i> 17: 57-71. Tony Schwartz and Christine Porath, "Why You Hate Work," <i>New York Times</i> , May 20, 2014. Case: Trustworthy Trust (private case) Case: People Operations at Mozilla Corporation (Berkeley-Haas Case Series)
Mar. 2 – Mar. 5	Exam Period --- CORE CLASSES DO NOT MEET
Mar. 6 – Mar. 13	Spring Break --- CORE CLASSES DO NOT MEET
Mon, Mar. 14	Class 13: Managing and Appraising Performance (HSC Class #5) John J. Gabarro and Linda A. Hill, "Managing Performance" (9-496-022)

Case: SG Cowen: New Recruits (9-402-028)

Case: Karen Leary (9-487-020)

Wed, Mar. 16

Class 14: Making Good and Timely Decisions (HSC Class #6)

Kathleen M. Eisenhardt, "Speed and Strategic Choice: How Managers Accelerate Decision Making," *California Management Review* 32: 1-16.

Case: Distributed in class

Mon, Mar. 21

Class 15: General Management (HSC Class #7)

Guest instructor: Alex Gorsky, Chief Executive Officer, Johnson & Johnson

Jeffrey Pfeffer, "Producing Sustainable Competitive Advantage Through the Effective Management of People," *Academy of Management Executive* 19: 95-106.

Leslie P. Norton, "Embracing the J&J Credo," *Barron's*, December 14, 2013.

Wed, Mar. 23

Class 16: Creating a High-Performance Architecture & Culture (HSC Class #8)

Stanley McChrystal, Chapter 5, "From Command to Team," in *Team of Teams: New Rules of Engagement for a Complex World*, with Tatum Collins, David Silverman, and Chris Fussell, Portfolio/Penguin, 2015.

Charles O'Reilly, "Corporations, Culture, and Commitment: Motivation and Social Control in Organizations," *California Management Review* 31: 9-25.

Case: Mary Kay Cosmetics Inc.

Fri, Mar. 25

HUMAN & SOCIAL CAPITAL PAPER DUE AT NOON

Mon, Mar. 28

Class 17: The Global Business Environment (Global Class #1)

Ghemawat, Pankaj (2001) "Distance Still Matters: The Hard Reality of Global Expansion" *Harvard Business Review* 79(8): 137-147.

"Nike, New Balance Showdown Highlights Thorny Issues in Trans-Pacific Trade Talks" *Wall Street Journal*, Oct. 4, 2013.

"Fabric of a Trade Deal: U.S. Asks Vietnam to Cut Out Chinese Textiles," *Wall Street Journal*, June 24, 2015.

Optional: A primer on international trade

Wed, Mar. 30

Class 18: Managing Differences: Adaptation (Global Class #2)

Ghemawat, Pankaj (2007) "Managing Differences: The Central Challenge of Global Strategy" *Harvard Business Review* 85(3): 58-68.

Case: Amazon in Emerging Markets (GlobaLens 1-429-401)

Optional:

A primer on foreign direct investment

Witold J. Henisz (2012) "Summary of Global Strategic Management Frameworks"

Mon, Apr. 4

Class 19: Managing Differences: Aggregation (Global Class #3)

Khanna, Tarun, Krishna G. Palepu, and Jayant Sinha (2005) "Strategies That Fit Emerging Markets," *Harvard Business Review* 83(6): 63-76.

"Emerging Market Multinationals: New Giants on the Block," *Knowledge@Wharton*, July 17, 2013.

Case: The Suzlon Edge (HBS 9-708-051)

Wed, Apr. 6

Class 20: Managing Differences: Arbitrage (Global Class #4)

Bremmer, Ian. (2014) "The New Rules of Globalization" *Harvard Business Review* Jan/Feb: 103-107.

Case: China Construction America (A) and (B) (HBS 911-408 and 911-411)

Mon, Apr. 11

Class 21: Appropriating Value from Intangible Assets (Global Class #5)

"The Two Faces of Intellectual Property in Brazil," *Knowledge@Wharton*, Mar 01, 2006.

Case: The Munich Oktoberfest: From Local Tradition to Global Capitalism. (HBS 714-439)

Wed, Apr. 13

Class 22: The Role of Technology in Globalization (Global Class #6)

"China has a new taxi app monopolist - and it isn't Uber," *Fortune*, Feb 16, 2015.

"Uber Battles Locals for Future of African Taxis," *Wall Street Journal*, May 18, 2015.

"Uber Meets Its Match in France," *Wall Street Journal*, September 18, 2015.

"Uber Rivals Form International Alliance," *Wall Street Journal*, October 16, 2015.

"India's Ola, Uber Rival, Goes One Up," *Forbes*, November 17, 2015.

Fri, Apr. 15

GLOBAL STRATEGY MEMO DUE AT NOON

Mon, Apr. 18

Class 23: Paper presentations

Wed, Apr. 20

Class 24: Paper presentations

STRATEGY MEMO, DUE AT NOON, TUESDAY, FEBRUARY 16

Conduct an industry analysis of the last industry you worked in from the perspective of an incumbent firm.

1. Draw the activity system for your last employer.
2. Discuss 2 or 3 interactions within the activity system you drew (i.e., the reasoning behind why you have connected 2 elements in the activity system).

The paper should be no more than 1,000 words, i.e., about 3 pages, with one additional page depicting the activity system. Each of the three parts of the paper will have an equal weight for grading purposes.

This is an individual assignment, and should be done individually.

HUMAN AND SOCIAL CAPITAL PAPER, DUE AT NOON ON FRIDAY, MARCH 25.**Analysis of Previous Employment**

Your assignment is to examine your last job or two (or an earlier job) and use the concepts and principles from the Human & Social Capital section of the course to analyze and explain your work experience. You will use your prior job as the case material that allows you to demonstrate your understanding of course concepts and principles, drawing on sessions 9 to 16 in which we cover motivation, job and work design, reward systems, managing and appraising performance, making good and timely decisions, general management, and architecture and culture. Some readings provide specific frameworks for predicting and explaining behavior (e.g. equity theory, job enrichment), while other readings and our executive speaker present concepts and principles that can be applied to a wide range of situations (e.g., the article by Kerr).

The choice about what work issues to cover and what concepts and principles to apply is yours. In evaluating your answer, we will look to see whether the concepts and principles that you use are described accurately (i.e. substantively correct), applied appropriately (i.e. fit the job situation you describe), and most relevant to the situation (i.e. the concepts and principles best illuminate your situation).

In analyzing your job, focus on how you were managed, not how you behaved in managing others. It does not matter whether you had a good job experience or a bad job experience. You can talk about both the successful and the unsuccessful aspects of the job, and about what was missing for you. The paper presents you with an opportunity to explore the course readings, class discussions, and speaker presentation, and then apply them to your experience. You will want a lively and detailed description of your past job, and also to show good appreciation for and application of course concepts and principles:

- Demonstrate an understanding of a minimum of three concepts and principles from class sessions 9 to 16 by making specific links between the concepts/principles and key elements of your job experience.
- Demonstrate your understanding of the similarities, complementarities, or inconsistencies among the concepts and principles.
- Explain why the concepts and principles that you have chosen are important and useful for understanding and perhaps for suggesting changes to your prior job or organization.

Several guidelines for preparing the paper:

- Keep in mind that this is an exercise that must be graded. It is easy to get carried away with an interesting story and forget that this is also a way to test your knowledge of and ability to apply the course material.
- Be sure to explore your **personal** experience with your job, rather than writing generically about the experience of people in positions like yours.
- You will want to be concise and make careful choices about what aspects of your work to focus upon.
- Remember to identify course concepts and principles specifically, and then draw explicit links between the concepts/principles that you identify and your work experience.
- It may be useful to develop a comparative aspect to the paper, e.g. by comparing how your job experience varied for two different tasks; before and after a change in your boss; before and after a restructuring; or perhaps at two different companies.
- The paper should be double-spaced, using a normal font-size. The maximum length is 1,000 words (plus or minus 5 percent; please include a word count on the front page). We recommend that you begin work on the paper early. The paper is due by noon on Friday, March 25.
- This is also an individual assignment.

GLOBAL STRATEGY PAPER, DUE AT NOON ON FRIDAY, APRIL 15.

Pick a firm you are interested in. (Most students would pick their current or former employers, or companies that they are familiar with.) Now you are hired as an internal consultant to assess the firm's global strategy, and are asked to give recommendations for the future. Note that it is perfectly fine if you recommend the firm to remain a pure-play domestic company with no foreign presence at all, even though it may still be exposed to global economic forces.

Please read the following instructions carefully before you get started.

- Your submission should take the form of a letter to the top management team of the focal company, in a Word or PDF file. Your letter should be no more than 1,000 words, including figures and tables, with an additional page for references.
- This is an individual assignment. You may refer to books, class handouts, and financial reports from the company, but have to write the answers in your own words, unless accompanied with quotation marks and references.
- Your letter must contain answers to the following questions:
 - a. What do you think are the main competitive advantages of the focal company? How are these advantages related to the home country business environment it is (or was) in?
 - b. Focus on one country that the company has entered or is considering (host country or potential host country). Do you think entering that country would leverage or enhance the focal company's competitive advantages as outlined in a.? Note that your answer may depend on the strategic focus you propose.
 - c. Describe how the trading blocs (free trade agreements signed by that country and/or its neighboring countries) affect the desirability of that country as the location for international expansion.
 - d. Suggest the right entry mode (trade vs. FDI, Greenfield vs. M&As, joint ventures vs. wholly-owned subsidiaries etc.), taking into consideration both the economic factors and the institutional environment (rule of law, government intervention, IP protection, etc.) of the (potential) host country.
 - e. How would the technological changes in the next decade affect the focal company's global strategies?
- Use the concepts and frameworks discussed in class, but please be selective. Do not run a laundry list of all the factors. Instead, find the ones most relevant to this firm, and explain why they should demand attention from the top executives (i.e. busy people). Be explicit about the firm-, industry-, and country-specific characteristics.

- Do not spend too much time searching for information. Instead, think hard on the best ways to approach the questions. If some crucial information is not readily available, let us know how to obtain the information or how to make decisions with incomplete information (which we do all the time). Sound understanding of concepts and logical clarity in your writing are more important than the amount of information compiled.

TERM TEAM PROJECT, DUE AT NOON ON WEDNESDAY, APRIL 27.

Your assignment is to use theories and concepts from the course to analyze and explain the activities of a given firm located in a given country, vis-à-vis the firm's employment practices and organizational and human-resource systems, its corporate strategy, and its global strategy. Essentially, in this assignment, you will use an actual firm as the case material that allows you to demonstrate your understanding of and ability to apply course theories/concepts. The project can incorporate such competitive strategy topics as industry analysis, positioning, firm capabilities and resources, and the horizontal, vertical and geographic boundaries of the firm; such human and social capital course topics as motivation, job design, reward systems, recruiting and selection, managing individual and group performance, improving organizational processes, and links between the HR system and business strategy; and global strategies of aggregation, adaptation and arbitrage, the role of business groups and the tension between shareholder value maximization and stakeholder demands. This assignment requires you to prepare a report (25 pages in length) and a presentation summarizing its main themes and findings. For both, you should consider the drivers of the firm's recent relative performance as well as the sustainability of these drivers over time.

The choice about the relative weight to put on different issues, theories and concepts in explaining the firm's activities and its performance is yours. In evaluating your paper, we will look to see whether the theories/concepts you use are described accurately (i.e. substantively correct), applied appropriately (i.e. fit the context you describe), and most relevant to the situation (i.e. did you pick the theories/concepts that best illuminate the firm's situation). In choosing a focal firm, remember that you may not choose a firm highlighted in the cases from the course; and that the firm must, to some degree, be global, i.e. involved in cross-border activities (not only serving a domestic market).

Please consider the following suggested sections to include in your report:

- 1) Short history/overview of the focal firm, its strategy, and its management practices, including the influence of its home country's political, economic and social institutions;
- 2) Short history / overview of the economic, political, legal or social context in the focal country and the focal firm's perceptions of their likely evolution over time, as it pertains to the evolution of the focal firm's strategy and management practices;
- 3) Industry analysis, both globally and in the focal national market;
- 4) Management challenges, including (but not limited to) organizational design, structure, and processes; culture, i.e., how the firm's culture deals with differences in national culture that affect its activities; and HR practices related to rewards, skills/talent, hiring and retention, job design, supervision and performance appraisal;
- 5) Global strategy (i.e., Aggregation, Adaptation or Arbitrage) of the firm in the focal market differentiating by product or function as appropriate, and including mode of entry and sequence of entry by which the firm entered the focal market where appropriate;
- 6) Impact of different national employment laws, policies, institutions, and norms on the focal firm when it operates in different counties;
- 7) What is the nature of the competitive forces within the industry currently and how are these dynamics likely to change in the near and medium term?
- 8) How this firm is positioned with respect to its industry competitors? Note that this analysis should include both external (i.e. execution of the strategy vis-à-vis customers) and internal (i.e. organizational practices that develop capabilities underlying the strategy) activities. Do these activities reinforce each other, per the concept of an activity system?

- 9) National positioning analysis – How does the focal country position itself to attract firms and investment from within and outside national borders? Why did the focal firm choose to locate in this particular country? What location choices are competitors making?
- 10) Overall assessment of this firm's competitive advantage – its sources, distinctiveness, imitability, and the sustainability of its competitive position.

Here are some tips based on our collective experience with this course assignment. Each instructor will offer additional guidance vis-à-vis specific expectations and recommendations.

- Don't forget that this is an exercise that must be graded. It is easy to get carried away with an interesting story and forget that this is also a way to test your knowledge of and ability to apply the course material.
- Remember to mention course concepts specifically, so we don't have to read your mind to figure out what concepts you are applying to your case. Drawing explicit links between the concepts you identify and the case material is the key. Don't just drop in the names of a few theories or concepts into the midst of a description. Show how they apply.
- Do not expect the reader to "crunch the numbers" that you display in your exhibits to see what is really happening; this is the difference between a case and a paper: you have to provide the data *and* the analysis.
- When facing a choice as to whether to narrow your paper to a more focused topic, recognize the benefits of this strategy in terms of richness, thoroughness and completeness but balance these benefits against the costs of reduced data availability and difficulty in legitimately speaking to all three elements of the course. Choose the narrowest possible topic that offers sufficient data and allows you to describe and integrate a discussion on corporate strategy, human and social capital and global strategy.
- It may be useful to
 - Develop a comparative angle in the paper, i.e. compare your firm to another firm in the same country or your firm's operations in the focal country to those in another country. Doing so, however, enhances the risk of spreading yourself too thin so be cognizant of this risk if you choose this approach.
 - Compare and contrast how two or more different theories or frameworks can be applied to the same case. Be sure you make it clear to us why you chose those theories and which you felt provided more insight.

Quotations of longer than a phrase must be explicitly noted in the text (see http://gethelp.library.upenn.edu/PORT/documentation/plagiarism_policy.html).

The write-up should be printed double-spaced, using 12-point Times New Roman Font. The maximum length is 25 pages not including Exhibits. Please include an Executive Summary and Word Count on a title page. You will have to be concise and make choices about what issues to discuss. We recommend that you begin work on the paper early, to avoid a last minute crunch. This is feasible because some corporate and national material is readily available and each class session will introduce new concepts that are potentially applicable. You will also do a presentation to the faculty and your classmates of your report's primary themes and conclusions.

You may want to explore and draw from the following sources of information (this is a partial list, to which we will be adding other suggested resources). This list will also be posted on Canvas.

- Country-level

- [World Economic Forum Global Competitiveness Report](#)
- [Economist Intelligence Unit Country Reports](#)
- World Bank
 - [Doing Business Guides](#)
 - [Business Environment](#)
 - [Investment Climate](#)
 - [Investing Across Borders](#)
 - [Enterprise Surveys](#)
 - [Private Sector Data](#)
 - [Governance Indicators](#)
- United Nations
 - [Foreign Direct Investment Report](#)
 - [Investment Prospects](#)
- [International Labor & Employment Statistics \(compendium of web resources from Int'l. Labor Organization \(ILO\)\)](#)
- [International Comparative Labor Statistics from U.S. Bureau of Labor Statistics](#)
- [Transparency International Corruption Perceptions](#)
- [Business Monitor International](#)
- [CIA World Factbook](#)
- [Heritage Institute Index of Economic Freedom](#)
- [IHS Global Insight](#)
- [ISI emerging markets](#)
- [Factiva](#)
- Industry- and Firm-level
 - [Business Monitor International](#)
 - [Euromonitor](#)
 - [Orbis \(includes Datamonitor\)](#)
 - [EBSCO Business Source Complete](#)
 - [ISI emerging markets](#)
 - [Factiva](#)
 - [PROMT](#)