



MGMT 101: INTRODUCTION TO MANAGEMENT SPRING 2018

Faculty: [Professor Martine Haas](#)
Office: SHDH 2024
Tel: 215-746-1973
E-mail: mrhaas@wharton.upenn.edu
Office Hours: Tuesdays 3-5pm, or by appointment

Course website: <https://canvas.upenn.edu/courses/1387235>

Lectures: 001 M 10:30-11:50am (in JMHH F85)
002 M 12-1:20pm (in JMHH F85)
003 M 1:30-2:50pm (in JMHH F85)

Head TA: Soo Kyung Lee (sklee89@wharton.upenn.edu)
TA Office hours: Vary by TA; available on Canvas (all in SHDH 3101)

For all course enrollment questions, please email: mgmt-course-helpdesk@wharton.upenn.edu

COURSE DESCRIPTION:

We all spend much of our lives in organizations. Most of us are born in organizations, educated in organizations, and work in organizations. Organizations emerge because individuals can't (or don't want to) accomplish their goals alone. Management is the art and science of helping individuals achieve their goals together. Managers in an organization determine where their organization is going and how it gets there. More formally, managers formulate strategies and implement those strategies. This course provides a framework for understanding the opportunities and challenges involved in formulating and implementing strategies by taking a "systems" view of organizations, which means that we examine multiple aspects of how managers address their environments, strategy, structure, culture, tasks, people, and outputs, and how managerial decisions made in these various domains interrelate.

The course will help you to understand and analyze how managers can formulate and implement strategies effectively. It will be particularly valuable if you are interested in management consulting, investment analysis, or entrepreneurship – but it will help you to better understand and be a more effective contributor to any organizations you join, whether they are large, established firms or startups.

Please read the entire syllabus before your first recitation, and confirm that you have done this on Canvas under "Assignments."

COURSE READINGS:

We use a variety of source materials, including classic and contemporary readings, cases, and exercises drawn from books, managerial publications, the popular press, and academic journals. Each week includes required readings for lecture and recitation. I have also included optional readings that showcase the research of Wharton professors in the Management Department on the topic for each week. The required readings for the lectures are available via Canvas (see the Study.Net Materials tab) in a course

pack called “MGMT101: Introduction to Management – Haas (Spring 2018)” at a price of \$63. The required readings for Week 1’s lecture are available on Canvas through direct links at no charge. The required readings for the recitations as well as the optional readings are also available at no charge. These materials can be accessed directly from the week-by-week links on the Canvas course home page.

COURSE WEBSITE:

Canvas is the course management platform for MGMT101 (<https://canvas.upenn.edu/courses/1387235>). Please make sure to familiarize yourself with the course website prior to the first week of class, and ensure that your Canvas settings reflect that you are receiving announcements promptly (see “notifications”). This will help you track course-related information in a timely manner.

It is very important that you check Canvas regularly, since it serves several purposes. There you will find:

- the most current version of important course documents such as the syllabus
- announcements about lectures, recitations, assignments and grades
- the main lecture slides, which will be posted on the course website every week in advance of that week’s lecture. Please note, though, that lecture slides do not provide or convey the same level of detail as discussed in lectures and that some slides will not be posted.

GRADING:

Your overall course grade for MGMT101 will be assigned on an absolute rather than a relative basis – that is, you will not be graded on a curve. Instead, your grade will be assigned based on the total points you accumulate in the course assignments. The following scale will be used:

| | | | |
|----|-----------|----|-----------------|
| A+ | 97-100% | C+ | 77-79.99% |
| A | 93-96.99% | C | 73-76.99% |
| A- | 90-92.99% | C- | 70-72.99% |
| B+ | 87-89.99% | D+ | 67-69.99% |
| B | 83-86.99% | D | 63-66.99% |
| B- | 80-82.99% | F | 62.99% or below |

ASSIGNMENTS:

The following components will be used to determine your course grade:

- Midterm Exam (25 %)
- Final Exam (30 %)
- Individual written assignment (15 %)
- Team presentation (15 %)
- Recitation attendance & participation (15 %)

To ensure consistency and fairness in grading, the exams and the individual written assignment are blind-graded. In addition, I take a great deal of care to ensure that the TAs use the same templates for grading all assignments, and that some recitations are not graded more strictly or leniently than others. As a general policy in MGMT101, we do not accept late submissions for any assignment. Further details about the course assignments are provided below, as well as on Canvas under “Assignments.”

Please note that you are required to attend the Monday lecture as well as the recitation for which you are registered each week, and that absences will be penalized. Further details are provided under “Course Policies” below, as well as on Canvas.

1. Exams (55%)

There will be one midterm exam and one final exam. These exams are intended to assess your knowledge of the material and allow you to demonstrate your understanding of the issues addressed in the course. Both exams will consist of multiple choice and short answer questions. The questions may refer to any content covered in the lectures, readings, and recitations. Sample questions will be available on Canvas.

The midterm exam will cover all course materials from Weeks 1-6 inclusive. It will be worth 25% of your overall course grade, and will be held on Wednesday, February 21st, from 6pm -7.30pm.

The final exam will cover all course materials from Weeks 8-15 inclusive. It will be worth 30% of your overall course grade, and will be held on Monday, May 7th, from 3pm – 5pm.

The locations of both exams will be announced in class and on Canvas.

2. Individual Written Assignment (15%)

An individual take-home assignment will be assigned in Week 11. This written assignment will give you an opportunity to show that you can think analytically, carefully, and critically about real-life management issues, and apply management theories and concepts to analyze those issues. Details on the format, length, and other expectations will be provided during class. The assignment must be submitted via Canvas by Sunday, April 15 at 11pm.

Note on originality: In line with university policy regarding academic integrity (see below), you are responsible for avoiding plagiarism and citing all sources used in this assignment. Your assignment will be checked for originality using Turnitin. Please let your TA know if you have any questions about this.

3. Team Project (15%) – “The Good, the Bad, and the Ugly”

Overview: This team assignment involves preparing and delivering a presentation that identifies a particularly good, bad or ugly action or set of actions taken by an organization or its members in the last year (i.e. between Jan 2017-Jan 2018), and analyzes that action using management theories and concepts. A “good” action is one that has positive implications for employees or stakeholders such as customers, suppliers, or society at large. A “bad” action is one that has negative implications for employees or stakeholders. An “ugly” action is one that is intentional, systematic, and morally reprehensible.

Purpose: This assignment is designed to (a) provide you with an opportunity to apply management theories and concepts to a contemporary issue in a real organizational setting of your choice, (b) give you practice working in a team, and (c) offer you an opportunity to stand up and deliver a formal presentation in front of a group in a safe and supportive classroom environment.

Timeline:

- **Group signup:** You will form a group of 4-5 students within your own recitation section to work on the presentation. The group must sign up on Canvas by Friday, February 2 at 5pm.
- **Progress report:** Your team will prepare and submit a two-part progress report for review by your TA. The first part of the report will consist of a 1-2 page outline of your chosen organization and action, and your initial thoughts on the concepts you will use in your analysis. The second part of the report will consist of a 2-3 page summary that includes (a) two examples of what is working *well* in your team’s efforts so far (b) two examples of what is *not* working well (c) one example of how each of the latter issues can be *improved*. Your team is encouraged to have a constructive conversation

about these topics in order to provide an honest and example-based description of its work processes (note that it is not sufficient to say “everything is going well!”). While the progress report will not be graded separately, if it is not taken seriously and completed satisfactorily, points may be deducted from your team presentation grade. The report is due on Canvas by Thursday, March 29 at 11pm.

- **TA meeting:** Your team will meet with your TA to discuss the progress report. All team members must attend the meeting. Meetings will be held during weeks 13 or 14.
- **Final slides.** Your team will submit your presentation slides on Canvas by Sunday, April 15 at 11pm.
- **Presentation:** The team presentations will take place in recitations in Week 15. Each team will be allocated 10 minutes, including 8 minutes to present plus 2 minutes for Q&A. All team members are expected to participate in the presentation, as well as its preparation. You may use whatever media you prefer to make your presentation (PowerPoint, overheads, chalkboard, music, skits, etc.), as long as it clearly conveys the point of your project and does not detract from the information.

Note on originality and submissions via Canvas. In line with university policy regarding academic integrity (see below), you are responsible for avoiding plagiarism and citing all sources used in your team progress report and final presentation slides. Your assignments will be checked for originality using Turnitin. You will need to submit these assignments to two folders on Canvas: (1) grading submission; and (2) originality checking submission. There is a submission guide available under Administrative Items on Canvas. Please let your TA know if you have any questions about this.

Grading criteria. To receive a high grade for your work on this project, you must select appropriate management concepts to analyze the organizational action you have chosen, demonstrate your understanding of the theoretical concepts, and show how they apply to the organization’s action. Your presentation should include: (a) a brief overview of the organization, the action, and the context in which it took place, (b) a brief explanation of whether the action was good, bad, ugly, or a combination, (c) an analysis of the action using appropriate and relevant management concepts, (d) some discussion of the effects or consequences of the action for those who are employed by the organization as well as for any other relevant stakeholder groups. An excellent presentation is likely to be one for which the team uses management theories and concepts not just accurately and appropriately, but also creatively and critically. In addition to being evaluated on their content, the team presentations will also be evaluated on their professional quality (e.g., clarity, organization, delivery). Practicing the presentation together in advance will help you to perform well. Your TA and the other students in your section will have an opportunity to ask questions, and the Q&A session will be evaluated as part of the team’s presentation too.

Collective and individual grade components. It is important to be a team player in this assignment. Accordingly, your grade on this assignment will have two components. For the collective component, the presentation itself will be graded out of 13 points, and everyone on the team will receive the same grade out of 13. This reflects the reality of teamwork in real life work situations – all team members are usually held equally accountable for the quality of their output, even though some might have worked harder than others. So, it will be up to you as team members to try to manage your work so that everyone contributes effectively, and to sort out any issues that may arise. Still, we recognize that in reality, not everyone always puts in their best effort for a team project. To account for this, there will also be an individual component of the grade, where you can earn up to 2 additional points based on how the other members of your team evaluate you. To assign these points, each team member will be asked to individually submit a confidential team member evaluation form when the presentations are over. In this form, you will independently evaluate your own and your fellow team members’ work on your team assignment. You will be asked to assign 0, 1, or 2 points to each of your team members, according to whether their contributions were low, medium, or high. When determining the individual component of the team presentation grade, we will average the points you received from your team members.

Please note that while we have this mechanism in place to reward strong contributors more than free riders, the TAs and I would rather know if problems are occurring in the team while they are happening, instead of only afterwards, so you should be sure to bring any major concerns about your team to our attention well before your team presentation date.

4. Attendance and Participation (15%)

Attendance (10%)

- ***Lectures.*** You are expected to attend the Monday lecture for which you are registered as well as your TA-led recitation later in the week. The lectures will introduce you to each week's core theories and concepts, and help you to understand and absorb the required readings. Since this is a large class, we will use a preassigned seating plan, as is common in the MBA program. I will provide the seating plan as well as name cards on the first day of class. Lecture attendance is required, and counts toward your grade. Attendance will be taken each week. Missing more than 5 minutes of lecture (by arriving late, leaving early, or exiting the room during the class) counts as missing the entire lecture. You are expected to attend every lecture - and doing so will help you to perform well in the course - but I also recognize that you have competing demands on your time, so I will allow two CAR-documented absences from recitations for any reason (after the first lecture, which will not be counted). See Course Policies for how to document an absence in the Course Absence Reports system. Each additional absence from lectures beyond these two permitted ones will result in a 1 point deduction in your attendance grade. Please note that the exams will draw heavily on the content covered in lectures, which will go well beyond the readings, and that recordings of the lectures will not be available. Thus, the content that you will miss if you do not attend a lecture will not be available to you in another form. The midterm review session in Week 7 and the final exam review session in Week 16 are optional; missing those will not count toward your free absences.
- ***Recitations.*** The recitations are designed to engage you in learning about management. In your recitations, you will apply the theories and concepts that have been introduced in the Monday lectures to real-world situations, using cases, exercises, and experiential activities. You will also have plenty of opportunities to ask questions about the lectures and readings and review for the exams. You will be expected to do the required readings for each recitation in advance, and come prepared to discuss them. Recitation attendance is required, and counts toward your grade. Attendance will be taken each week. We expect on-time attendance at all recitations. Missing more than 5 minutes of recitation (by arriving late, leaving early, or exiting the room during the class) counts as missing the entire recitation. While you are expected to attend every recitation, I recognize that illness or other conflicts sometimes intervene. You will therefore be permitted two CAR-documented absences from recitations for any reason (after the first recitation, which will not be counted). See Course Policies for how to document an absence in the Course Absence Reports system. Each additional absence beyond the two permitted ones will result in a 1 point deduction from your attendance grade.

Participation (5%).

- I will often invite participation in lectures, but lecture participation will not affect your grade.
- The short job design assignment that you will turn in during Week 10 will count for 1% of your grade.
- To earn the remaining 4% of the participation points, you must actively and productively engage in the group discussions and exercises. The quality as well as the quantity of your participation is important. Fewer thoughtful, integrative comments can be as valuable as talking often without saying very much. Valuable comments are those that address the issues under discussion directly, integrate concepts or different perspectives, demonstrate critical thinking, provide relevant examples, or pose insightful questions. At the end of the semester, your TA will qualitatively assess whether your contributions were very strong, average, below average, or very weak to assign you points out of 4.

COURSE POLICIES:

All students are responsible for reading, understanding and following the course policies posted below and on Canvas regarding class expectations, absences, withdrawals, exam conflicts, and academic integrity.

Absences. Absences from lectures and recitations must be reported through Penn's Course Absence Report (CAR) system in a timely manner. If you do not provide timely information on an absence through the CAR system, you will lose attendance credit even if you have not already accrued the permitted absences. You can enter the CAR system and submit Course Absence Reports through Penn InTouch.

Electronics. Unless you have received permission directly from me, please turn off all phones, tablets, computers and other electronics and ensure they are put away *out of sight* for the entire duration of all lectures and recitations, unless you are instructed to do otherwise. Recent research shows that taking notes by hand rather than on a computer is superior for long-term retention of material. Additionally, this policy reduces distractions for other students around you in the classroom, since when electronics are permitted it can be hard to resist the temptation to check email or surf the web, which is distracting for others and also reduces the energy in the classroom, detracting from the learning experience. The lecture slides will be provided in advance of each lecture so that you can print them out if you want to take notes on them directly.

Midterm/Final exam conflicts. Makeup exams will only be available to students with university-approved absences or by prior permission of the professor. An unexcused absence from an exam will result in a grade of zero. Per university policy, excused absences are only granted in cases of a conflicting class, a conflicting exam, a religious holiday, a serious illness or a grave family emergency, and each of these situations must be documented to our satisfaction. Job interviews, incompatible travel plans, and forgetfulness will be considered unexcused absences. We require at least two weeks' notice for foreseeable conflicts. Please note that the Course Absence Report (CAR) system should not be used if you have an exam conflict; you will need to contact your TA and the head TA well in advance to make other arrangements for the exam.

Withdrawing from the class. We will not approve any request to withdraw from the class that is submitted after Friday, February 16. This is due to the importance of the team presentation and associated difficulties in accommodating changing team membership once work on the presentation has commenced.

Special needs. Any students who require special arrangements for their exams must have an official letter from student disability services, and should submit this letter together with their request for special arrangements to the professor as early in the semester as possible, and at least two weeks before an exam.

Academic integrity. Students are required to abide by the University's policy of academic integrity at all times. This applies to exam-related issues as well as plagiarism on graded assignments. Additional information on plagiarism is available on Canvas. Please contact your TA if you have any questions about expectations.

Student-faculty meals. I hold a series of lunches during the semester with up to 12 students each time, to give us a chance to meet and chat informally. The lunches will be held in the MGMT Department office suite (SHDH 2000). Sign-up sheets for the lunches will be available on Canvas (see Calendar > Scheduler).

Emails/communication. In general, your TA is the first point contact on big or small questions pertaining to the class. This is to help ensure you receive responses and support in a timely manner. Prior to contacting your TA, it is a good idea to have read this syllabus and visited the resources available on Canvas. If for any reason you have a personal or other issue you wish to discuss with me directly, please do not hesitate to reach out. When sending me an email, it is helpful if you include your lecture section number and recitation number. Typical turnaround time for emails is one business day.

MGMT101 - IMPORTANT DATES TO REMEMBER – SPRING 2018

| | | |
|---------|----------------------|--|
| Week 1 | Wednesday, Jan 10 | First lecture (this lecture only is on a Wednesday) |
| Week 2 | Tu/Wed/Th, Jan 16-18 | First recitations |
| Week 3 | Monday, Jan 22 | Second lecture (this and all subsequent lectures on Mondays) |
| Week 3 | Tu/Wed/Th, Jan 23-25 | Second recitations |
| Week 4 | Friday, Feb 2 | Group signups due by 5pm (on Canvas) |
| Week 7 | Wednesday, Feb 21 | Midterm exam, 6-7.30pm (location TBA) |
| Week 10 | Monday, Mar 12 | Short job design pre-recitation assignment due by 11pm (on Canvas) |
| Week 12 | Thursday, Mar 29 | Team progress report due by 11pm (on Canvas) |
| Week 14 | Sunday, Apr 15 | Individual written assignment due by 11pm (on Canvas) |
| Week 15 | Sunday, Apr 15 | Team presentation slides due by 11pm (on Canvas) |
| Week 15 | Tu/Wed/Th, Apr 17-19 | Team presentations (in recitation) |
| | Monday, May 7 | Final exam, 3-5pm (location TBA) |

PLEASE NOTE:

The instructor reserves the right to modify any aspects of this syllabus during the semester as needed. The most current version of the syllabus will always be available on the course website.

MGMT 101 – WEEKLY READINGS & ASSIGNMENTS – SPRING 2018

Week 1 (WEDNESDAY, January 10). Introduction: Management and the Congruence Model

Lecture:

- LECTURE IS ON A WEDNESDAY FOR THIS WEEK ONLY
- Weber (1947): “The Ideal Bureaucracy” (in *The Theory of Social & Economic Organizations*, pp.1-7)
- Nadler & Tushman (1980): “A Model for Diagnosing Organizational Behavior” (*Organizational Dynamics*)

Recitation:

- NO RECITATION THIS WEEK

Week 2 (January 15). No lecture due to MLK day; Recitations only

Lecture:

- NO LECTURE THIS WEEK (MLK DAY)

Recitation:

- Introductory discussion (no reading)

Week 3 (January 22). Inputs: The Competitive Landscape

Lecture:

- Porter (2008): “The Five Competitive Forces that Shape Strategy” (in *On Competition*, pp.3-35)
- Brandenberger & Nalebuff (1996): “Co-opetition” (in *Co-opetition*, pp.11-22)

Recitation:

- The Movie Theater Industry case

Wharton research (optional):

- R. Adner and Rahul Kapoor (2010): “Value Creation in Innovation Ecosystems.” *Strategic Management Journal*, 31: 301-333.

Week 4 (January 29). Business-Level Strategy: How to Compete

Lecture:

- Ghemawat & Rivkin (2009): “Creating Competitive Advantage” (in *Strategy and the Business Landscape*, pp.49-60)
- Kim & Mauborgne (2004): “Blue Ocean Strategy” (*Harvard Business Review*)

Recitation:

- Philly Beer Company case

Wharton research (optional):

- C. Zott and Raphael Amit. 2008. The fit between product-market strategy and business model: Implications for firm Performance. *Strategic Management Journal*, 29: 1-26.

***** Deadline: Due Friday, February 2 at 5 pm: Team signups (in Canvas)*****

Week 5 (February 5). Corporate-Level Strategy: Where to Compete

Lecture:

- Collis & Montgomery (2005): “Past Approaches to Corporate Strategy” (in *Corporate Strategy*, pp.18-25)
- Ghemawat (2007): “Differences Across Countries” (in *Redefining Global Strategy*, pp39-45)

Recitation:

- Lego articles -
"Lego looks beyond its blocks" (*Chicago Tribune*, January 14, 1996)
"Toy story" (*The Guardian*, March 25, 2009)
"Turning to tie-ins, Lego thinks beyond the brick" (*NY Times*, Sept 5, 2009)

Wharton research (optional):

- Exequiel Hernandez (2014). “Finding a Home away from Home: Effects of Immigrants on Firms' Foreign Location Choice and Performance.” *Administrative Science Quarterly*, 59 (1), 73 – 108

Week 6 (February 12). Outputs: Goals and Effectiveness

Lecture:

- Kerr (2005): “On the Folly of Rewarding A While Hoping for B” (*Academy of Management Executive*)
- Porter & Kramer (2011): “Creating Shared Value” (*Harvard Business Review*)

Recitation:

- Uber case

Wharton research (optional):

- Witold Henisz et al. (2014): “Spinning Gold: The Financial Returns to Stakeholder Engagement.” *Strategic Management Journal*, 35(12) 1727–1748.

Week 7 (February 19). Midterm Review & Midterm Exam

Lecture:

- Midterm Review Session (OPTIONAL - no reading)

Recitation:

- NO RECITATION THIS WEEK

******* MIDTERM EXAM – Wednesday, February 21: 6-7.30pm*******

Week 8 (February 26). Teams

Lecture:

- Janis (1971): “Groupthink” (*Psychology Today*)
- Haas & Mortensen (2016): “The Secrets of Great Teamwork” (*Harvard Business Review*)

Recitation:

- GlobeSmart Exercise (no reading)

Wharton research (optional):

- Martine Haas & J. Cummings (2015). “Barriers to Knowledge Seeking within MNC Teams: Which Matter Most?” *Journal of International Business Studies*, 46 (1), 36 - 62.

Week 9 (March 5). SPRING BREAK. No lecture, no recitations.

Week 10 (March 12). Work: Designing Jobs

Lecture:

- Hackman et al. (1975): “A New Strategy for Job Enrichment” (*California Management Review*)
- Wresniewski et al. (2010): “Turn the Job You Have into the Job You Want” (*Harvard Business Review*)

***** Deadline: Due Monday, March 12 by 11pm (on Canvas): Job Design pre-recitation assignment *****

Recitation:

- Job Design exercise (no reading, but there is a pre-assignment)

Wharton research (optional):

- Adam Grant (2008). “Designing Jobs to Do Good: Dimensions and Psychological Consequences of Prosocial Job Characteristics.” *Journal of Positive Psychology*, 3(1): 19-39.

Week 11 (March 19). Structure & Systems: Formal Organization

Lecture:

- Lawrence & Lorsch (1967) on Differentiation & Integration (in *Writers on Organizations*, pp.50-55)
- Leavitt (2003): “Why Hierarchies Thrive” (*Harvard Business Review*)

Recitation:

- Zephyr Consulting Services case

Wharton research (optional):

- A. Arora, S. Belenzon, & Luis Rios. 2014. “Make, Buy, Organize: The Interplay Between Research, External Knowledge, and Firm Structure” *Strategic Management Journal*, 35: 317-337.

Week 12 (March 26). People: Managing Employees

Lecture:

- Latham (2004): “The Motivational Benefits of Goal-Setting” (*Academy of Management Executive*)
- Phillips (2014): “How Diversity Works” (*Scientific American*)

Recitation:

- Whole Foods articles –
 “Whole Foods is All Teams” (*Fast Company*, April 1996)
 “Can Whole Foods keep pace with innovation?” (*Geekwire*, September 2016)
 Whole Foods Company Profile (2016)

Wharton research (optional):

- Nancy Rothbard et al. (2005). Managing Multiple Roles: Work-Family Policies and Individuals’ Desires for Segmentation. *Organization Science*, 16(3): 243-258.

***** Deadline: Due Thursday, March 29 by 11pm (on Canvas): Team progress report *****

Week 13 (April 2). Culture: Informal Organization

Lecture:

- Schein (1984): “Coming to a New Awareness of Organizational Culture” (*Sloan Management Review*)
- Chatman & Cha (2003): “Leading by Leveraging Culture” (*California Management Review*)

Recitation:

- Bear Stearns and JP Morgan case

Wharton research (optional):

- Sigal Barsade and O.A. O’Neill (2014). “What’s Love Got To Do With It?: The Influence of a Culture of Companionate Love in the Long-term Care Setting.” *Administrative Science Quarterly*, 59, 551 – 598.

Week 14 (April 9). Networks

Lecture:

- Krackhardt & Hanson (1993): “Informal Networks: The Company Behind the Charts” (*Harvard Business Review*)
- Greve, Rowley, & Shipilov (2014): “Introduction: All Roads Lead to London” (in *Network Advantage*, pp. 1-17).

Recitation:

- Working session – prepare for team presentations next week

Wharton research (optional):

- Katherine Klein et al (2004). “How Do They Get There? An Examination of the Antecedents of Network Centrality in Team Networks.” *Academy of Management Journal*, 47: 925-963.

***** Deadline: Due Sunday, April 15 at 11pm (on Canvas): Individual written assignment *****

Week 15 (April 16). Integration: Congruence and Change

Lecture:

- O'Reilly & Tushman (2004): "The Ambidextrous Organization" (*Harvard Business Review*)
- Sull (2009): "Competing through Organizational Agility" (*The McKinsey Quarterly*)
- Birkinshaw & Haas (2016): "Increase Your Return on Failure" (*Harvard Business Review*)

***** Deadline: Due Sunday, April 15 by 11pm (on Canvas): Team presentation slides *****

Recitation:

- Team Presentations (no reading)

Week 16 (April 23). Final Review

Lecture:

- Final Review Session (OPTIONAL - no reading)

Recitation:

- NO RECITATION

******* FINAL EXAM – Monday, May 7: 3-5 pm *******