MGMT 802: CHANGE, INNOVATION & ENTREPRENEURSHIP (0.5 CU)

Prof. Ethan Mollick
Spring 2020
The Wharton School of the University of Pennsylvania

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the thing I came for:
the wreck and not the story of the wreck
the thing itself and not the myth
        -Adrienne Rich "Diving into the Wreck"

We had the experience but missed the meaning,
And approach to the meaning restores the experience
In a different form
    - T.S. Eliot "Four Quartets"

I. OVERVIEW AND PROCEDURES

Designed for students with a serious interest in entrepreneurship and being entrepreneurial, this course will provide you with an advanced theoretical foundation and a set of practical tools for the management of startups and entrepreneurial teams in fast-changing and innovative environments. Building on the skills of Management 801, every class session is built around an experience where you have to put learning into practice, including the award-winning Looking Glass entrepreneurial simulation, role-playing exercises, and a variety of other games and simulations. The goal is to constantly challenge you to deal with entrepreneurial or innovative experiences, as you learn to navigate complex and changing environments on the fly, applying what you learned to a variety of scenarios. Management 802 is built to be challenging and will require a desire to deal with ambiguous and shifting circumstances, where the meaning is not always clear upfront.

Prerequisites: MGMT801 strongly suggested

II. GRADING

50%   Looking Glass/Active class participation
50%   Reflection Essays

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Active Class Participation/Looking Glass (50%) You are expected to come to class well prepared to discuss and participate. Class attendance is very important in this course. Simulation participation and thoughtfulness will be graded continuously.

On Looking Glass Expect to spend 3-4 hours a week, outside of class time, doing the simulation while it runs. You will also complete a peer review that will play into final grades. Missing any Looking Glass or Saturn Parable classes without prior notice will have a large impact on your final grade.

Reflections (50%) Reflections allow you to make sense of your own learning. Individual assignments will be described on Canvas.

III. Academic Honesty

Academic Honesty: **Under no circumstances should you pass off the work of another as your own**. That means that you must cite sources, and, if quoting a source, properly indicate which material is quoted and which is original work – never just copy and paste material from a source into a paper. Failure to properly attribute work will result in, at a minimum, a failing grade for an assignment

Research: Please note that I gather data from class for relevant research to improve entrepreneurial pedagogy. Any research will only present data that has been anonymized and aggregated. Some classes may be recorded for students who cannot make it. If you have any questions about this policy, do not hesitate to ask.

Spring 2020, Quarter 3
Schedule May Change. Most Up-to-Date Schedule in on Canvas

No.	Date	Day	Topic	Assignment Due
1	1/15	Wed	**The Deep End**	
2	1/22	Wed	**Explosions**	Reflection 1 (1 page)
3	1/27	Mo.	**The Saturn Parable I**	Play Pre-Game on 1/24! Survey
4	1/29	Wed.	**The Saturn Parable II**	Survey
5	2/3	Mon	**The Saturn Parable Debrief**	Reflection 2 (2-3 pages)
6	2/5	Wed.	**Chasms**	
7	2/10	Mon.	**Looking Glass 1**	
8	2/12	Wed.	**Looking Glass 2 (8:15 am)**	Reflection 3 (1 page) Survey
9	2/17	Mon.	**Looking Glass 3 (8:15 am)**	
10	2/19	Wed.	**Looking Glass 4 (8:15 am)**	Reflection 4 (1 page) Survey
11	2/24	Mon.	**Looking Glass 5 (8:15 am)**	
12	2/26	Wed.	**Looking Glass Debrief**	
13	3/2	Mon.	**No class**	Survey
14	3/4	Wed.	**No class**	Final Reflection (10 pages)

Management 802: Descriptions

You can find optional readings expanding on these materials at my website at http://www.startupinnovation.org/resources-and-readings/.

The Deep End

No required readings.

Explosions

No required readings.

Some optional material if you like to be prepared:
- Chase, Team Communication in Emergencies: https://www.zoll.com/codecommunicationsnewsletter/ccnl04_10/ZollTeamCommunications04
- _10.pdfMelkonian, T. & Picq, T. (2010). Opening the "black box" of collective competence in extreme projects: lessons from the French Special Forces: https://www.pmi.org/learning/library/opening-black-box-collective-competence-extreme-projects-2429

The Saturn Parable

Play Pre-Game before class.

Bring a computer.

Don't miss any classes.

Chasms

No readings.

Looking Glass

Read whatever you need to in order to succeed. The notes for Management 801 are a good place to start.

Bring a computer.

Don't miss any classes.