



MANAGING THE EMERGING ENTERPRISE

MGMT 6120 (Fall 2022)

PROFESSORS

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COURSE DESCRIPTION

This course is about managing during the early stages of an enterprise, when the firm faces the strategic challenge of being a new entrant in the market and the organizational challenge of needing to scale rapidly. These enterprises have moved past the purely entrepreneurial phase and need to systematically formalize strategies and organizational processes to reach maturity and stability. But they still lack the resources of an established firm, making the challenges involved exciting, complex, and consequential. The class is organized around three distinct but related topics that managers of emerging firms must consider: strategy, human capital, and global strategy. Each topic is taught by a different professor.

The first part of the course, taught by Professor Lee, deals with fundamental issues of strategy by examining topics that are central to the long- and short-term competitive position of a new venture. The goal of this module is to help you understand and analyze how emerging enterprises can create and sustain their competitive advantage. We will discuss a set of analytical frameworks and concepts to identify opportunities and threats within a given industry and to formulate and implement a firm's strategy. The topics will include industry analysis, resources and capabilities analysis, value chain analysis, technological innovation, business model innovation, platform strategy, and venture scaling. We will discuss these topics from the perspective of emerging enterprises, while taking into consideration the possible strategic reactions of incumbents.

The second part of the course, taught by Professor Cameron, provides a framework for analyzing the issues associated with managing people. It will introduce you to topics such as motivating employees, managing performance, understanding careers, and the interfaces linking organizational structures, processes, management decisions, and strategy. The practical issues we cover include how to attract and select employees, and how to motivate those you manage. In the process, you

will also develop a better understanding of your own motivation and drivers of performance at work. We will draw upon your experiences to develop ways of understanding and analyzing the issues around the management of people. The topic connects directly with the other two themes of the course, because effective management of people creates the organizational competencies that make strategy execution possible.

The third part of the course, taught by Professor Hernandez, stresses opportunities and challenges of scaling ventures internationally. We begin by asking how crossing national borders creates value for the firm and where the firm should locate its foreign activities—the ‘why’ and the ‘where’. We then consider two crucial ‘how’ questions: how the firm should modify its business model in response to conditions in different countries, and whether the firm should go it alone or take on foreign markets with the help of a local firm. After covering these timeless global strategy issues, we consider two critical challenges: how to operate in emerging markets and how to manage relations with local stakeholders (e.g., regulators) that tend to distrust foreign firms. You’ll walk away with a toolkit to evaluate opportunities for improving a firm performance through internationalization.

GRADING

Your grade will be composed of the following elements:

- Class attendance and participation (25%)
- Strategy 1-page case write-ups due 24 hours before each class (15%)
- Human & social capital write-up due on November 6 by 11:59 pm (15%)
- Global strategy memo due on December 4 by 11:50 pm (15%)
- Team project (30%)
 - Proposal due on October 9 by 11:59 pm EST
 - Final paper due on December 15 by 11:59 pm EST

You can find the instructions for all written assignment after the course schedule.

CLASS ATTENDANCE AND PARTICIPATION

Preparation. We expect you to read all assigned materials for each session in advance. Readings are available on the course Canvas site (in the Study.net section).

Participation. Active participation in a conceptual class like this one is crucial to learning. We will track and grade participation every day, using two simple criteria: (1) Did you speak up? (2) Was the contribution of high quality? We are not expecting you to say something in every single class, but we will be looking for a pattern of sustained quality participation throughout each module. You might answer the questions we will ask in class, react to the comments of your peers to generate healthy debate, or ask questions that help clarify or deepen a concept. Not every comment is of equal quality (e.g. providing a basic fact from a case vs. offering an explanation for a key problem in the case). Don’t worry too much about speaking up to gain points. Focus instead on being well prepared and on paying attention to the dialogue happening during class. That will naturally lead you to being engaged and to speak up when you have something useful to contribute to the ongoing dialogue.

Attendance. We will follow the [Wharton MBA attendance policy](#) to determine if an absence is excused or unexcused.

COURSE SCHEDULE

Tu, Aug 30 **Course Introduction (all three professors present)**
Reading: Video on WeWork <https://youtu.be/X2LwliKhczo> && review Syllabus

PART I: STRATEGY MODULE (Professor Lee)

Th, Sep 1 **What is “Strategy”? (Strategy Class #1)**

Reading: Collis, D. J., and Rukstad, M. G. 2008. “Can You Say What Your Strategy is?” *Harvard Business Review*.

Study Questions (No write-up submission required)

1. In your assessment, what is strategy? Does it matter? What role does it play in the management of companies?
2. Discuss an example of a firm whose strategy you admire and one example of a firm whose strategy is unclear or in your opinion, poorly structured.

Optional

[Research] Brandenburger, A. M., and Stuart, H. W. 1996. [Value-based Business Strategy](#). *Journal of Economics & Management Strategy*, 5: 5-24.

Tu, Sep 6 **Analysis: Industry and its Structure (Strategy Class #2)**

Reading: Porter, M. E. 2006. “Understanding Industry Structure.” *Harvard Business Review*.

Case: Boxed (HBS #9-719-496)

Study Questions (Write-up #1)

1. Which industry is Boxed in? Is this industry attractive? What are the drivers of success in this industry? Please assess its industry structure.
2. Did Huang and his co-founders successfully position Boxed as a new entrant? If so, how? If not, why?
3. What are the future biggest opportunities and challenges for Boxed? How should Boxed address them? Please provide two strategic recommendations.

Optional

1. [Knowledge at Wharton] [Banks and Fintechs: Adversaries or Partners?](#)
2. [Case] [How Blue Bottle Went From A Coffee Cart To A \\$700MM Valuation.](#)
3. [Case] [How A Vest Turned Patagonia Into A Billion-Dollar Brand.](#)

Th, Sep 8 **Analysis: Firm and its Competitive Advantage (Strategy Class #3)**

Reading: Ghemawat, P., and Rivkin, J. W. 2006. “Creating Competitive Advantage.” *Harvard Business Review*.

Case: [Anabela Chan Joillerie](#)

1. [Podcast] Hayman, M. 2022. [Great British Brands – Anabela Chan.](#)
2. [News] Chung, S. 2015. "[Winged creatures inspire Anabela Chan's fantasy jewels.](#)" *CNN*.
3. [News] Liu, M. 2020. "[Finish Your Soda So She Can Make Some Earrings.](#)" *The New York Times*.
4. [News] McCreddie-Doak, L. 2020. "[Can lab-grown diamonds replace the real thing?](#)" *CNN*.
5. [News] Roderick, K. 2021. "[New Sustainable Diamond Certification Standard Provides Scientific Proof Of Origin And Builds Consumer Trust.](#)" *Forbes*.

Study Questions (Write-up #2)

1. Which industry is Anabela Cahn Joillerie in? Is this industry attractive? What are the drivers of success in this industry?
2. How did Anabela Cahn Joillerie enter this industry? What are the key resources and capabilities and value chain activities of Anabela Cahn Joillerie? Please assess the company's competitive (dis)advantage.
3. How did these elements change the industry attractiveness for Anabela Cahn Joillerie? Please connect the firm-level analysis with the industry-structure analysis.
4. What's next for Anabela Cahn Joillerie? Please provide two strategic recommendations.

Optional

1. [Case] [How Allbirds Became A \\$1.4 Billion Sneaker Start-Up.](#)
2. [Case] [How Warby Parker Disrupted Then Adopted Brick-And-Mortar Retail.](#)

Tu, Sep 13

Formulation: Technological Innovation (Strategy Class #4)

Reading: Schilling, M. 2017. "Types and Patterns of Innovation." *Strategic Management of Technological Innovation* (5th ed.). McGraw-Hill. pp.47-66.

Case: Tesla, INC. (McGraw Hill #MH0049)

Study Questions (Write-up #3)

1. Historically, the automotive industry in the U.S. has been identified with high barriers to entry. How was Tesla able to enter and disrupt this industry?
2. What type of innovation strategy is Tesla pursuing? Tie your explanation to Elon Musk's (2006) "The Secret Tesla Motors Master Plan."
3. What are two major challenges that Tesla is facing? What are your two strategic recommendations to overcome those challenges?
4. In July 2020, Tesla overtook Toyota to become the world's most valuable carmaker. Is this valuation rational or is it just a hyped-up overvaluation? Why?

Optional

1. [Research] Eggers, J. P., and Park, K. F. 2018. [Incumbent Adaptation to Technological Change: The Past, Present, and Future of Research on Heterogeneous Incumbent Response.](#) *Academy of Management Annals*, 12:357–389.

2. [Knowledge at Wharton] [Can Tesla Maintain Its Momentum?](#)
3. [Case] The New York Times Presents Elon Musk's Crash Course (Available on Hulu)
4. [Case] [How I Raised \\$650 Million For My Food-Saving Start-Up.](#)
5. [Case] [How Boston Dynamics Is Building Its Robot Empire.](#)

Th, Sep 15 Formulation: Business Model Innovation (Strategy Class #5)

Reading: Christensen, C. M., Bartman, T., and van Bever, D. 2016. "The Hard Truth About Business Model Innovation." *MIT Sloan Management Review*.

Case: Spotify (HBS #5-517-109)

Study Questions (Write-up #4)

1. How did Spotify enter and disrupt the music industry? How is its strategy different from that of its existing competitors in this industry?
2. How do you evaluate Spotify's business model? Are Spotify's executives right to insist on not allowing artists and their labels to differentiate their offerings across countries and target only the premium tier? Why is this so important to Spotify's business model?
3. Are Big Machine and Taylor Swift right to ask for a catalog takedown? How likely are other artists to deflect as well? In your view, how should Spotify respond to these actions in the public domain? Please provide two strategic recommendations.

Optional

1. [Research] Massa, L., Tucci, C. L., and Afuah, A. 2017. [A Critical Assessment of Business Model Research](#). *Academy of Management Annals*, 11:73–104.
2. [Knowledge at Wharton] [Redesigning the Business Model](#).
3. [Knowledge at Wharton] [Should Facebook Go Freemium?](#)
4. [Case] [Who Makes Money From Online Coupon Codes?](#)

Tu, Sep 20 Formulation: Platform (Strategy Class #6)

Reading: Van Alstyne, M. W., Parker, G. G., and Choudary, S. P. 2016. "Pipelines, Platforms, and the New Rules of Strategy." *Harvard Business Review*.

Case: The Story of StockX: Scaling a Digital Business to Greatness (INSEAD Case #.1413)

Study Questions (Write-up #5)

1. Why has StockX been so successful? How does this company make money? What are its core resources and capabilities and key value-chain activities?
2. Can StockX compete with other digital platforms (e.g., Amazon, eBay) in the long run? What should StockX do to enhance its competitive advantage? Please provide one strategic recommendation.
3. [Recently, Nike is suing StockX for allegedly selling counterfeit shoes](#). How should StockX address this issue and respond to Nike's allegations? Please provide one strategic recommendation.

Optional

1. [Research] Rysman, M. 2009. [The Economics of Two-Sided Markets](#). *Journal of Economic Perspectives*, 23(3): 125-143.
2. [Knowledge at Wharton] [How Venmo Plans to Stay on Top in P2P Payments](#).
3. [Knowledge at Wharton] [Will Amazon Go Capture the Holy Grail of Retail?](#)
4. [Case] [How Etsy Became A \\$14 Billion Hand-Made Empire](#).
5. [Case] [Why Car Buyers Are Ditching Dealerships For Online Sales](#).

Th, Sep 22 Implementation: Scaling (Strategy Class #7)

Reading: Eisenmann, T. R., and Wagonfeld, A. B. 2012. "Scaling a Startup: People and Organizational Issues." *Harvard Business Review*.

Case: Supercell (HBS #5-817-055)

Study Questions (Write-up #6)

1. How would you describe the roles and responsibilities of Ilkka Paanenen? How has his job changed over time? How would you advise him going forward?
2. Why does Supercell insist that "the only thing" they should care about is hiring the best people and building the best team? Who are the "best people" for Supercell? How does Supercell manage its teams and creative process? What are the potential advantages and limits of its management approach?
3. Does Supercell need to scale to continue its success? Can Supercell scale effectively? What are the major challenges in Supercell's scaling process? What are your two strategic recommendations?

Optional

1. [Research] Lee, S., and Kim, J. D. 2022. "[When Do Startups Scale? Large-scale Evidence from Job Postings](#)."
2. [Research] DeSantola, A., and Gulati, R. 2017. "[Scaling: Organizing and Growth in Entrepreneurial Ventures](#)." *Academy of Management Annals*, 11:640-668.
3. [Blog] Hoffman, R. 2019. [How to Build a Strong, Scalable Culture for Blitzscaling](#).

PART II: HUMAN & SOCIAL CAPITAL MODULE (Professor Cameron)

Tu, Sep 27 Motivating Individual Performance (HSC Class #1)

Readings:

1. S. P. Robbins and T. A. Judge, excerpts from "Motivation" (covers four theories: needs, cognitive evaluation, goal-setting, expectancy), *Organizational Behavior*, 18th edition, Englewood Cliffs, N.J.: Prentice Hall, pp. 214-228, 232-234.
2. B. Skaggs, C. Manz, M. Lyle, C. Pearce. (2018) On the folly of punishing A while hoping for A: Exploring punishment in organizations. *J Organ Behav*. 39: 812–815.

Case: H. Rao & B. Sutton. Uber - Repaying Technical and Organizational Debt. Stanford GSB Case. Access at: <https://stanford.edu/dept/gsb-ds/lnkling/uber.html>

Note: Please use the link as this is a multi-media case with videos and interactive exhibits. Focus particularly on “Growing Fast” and the sections that follow it.

Study Questions:

1. What is Uber’s overarching business strategy? How does its human capital strategy relate to the business strategy?
2. What are the hiring challenges a quickly scaling business must contend with?
3. What can the study of human resources tell us that is ‘above and beyond’ common sense?
4. What are some of the ways new technologies may change the way we are thinking about HR theories and systems?

OPTIONAL Research Example: L. Cameron (2022), “Making out While Driving”: Relational and Efficiency Games in the Gig Economy. *Organization Science*. (A summary of this article can be found [here](#).)

Th, Sep 29 Designing Rewards Systems (HSC Class #2)

Readings:

1. S. P. Robbins & T. A. Judge, “Equity Theory,” from *Organizational Behavior*, 18th edition, Englewood Cliffs, N.J.: Prentice Hall, pp. 234-235.
2. E. Aronson, “The Rationalizing Animal,” *Psychology Today*, p. 67-77.

Case: Negotiating Equity Splits at Updown (HBS Case No. 809-020)

Instructions: Read the case introduction so that you derive an understanding of the business. Pay close attention to the social relationships among the founders, as well as what you think motivates each of them.

Study Questions:

1. What are the relationship dynamics between the founders of Updown? What type of baggage is each person bringing to the table?
2. What are the “known knowns” and “unknown unknowns” the founders are considering?
3. What other types of rewards systems have you encountered (e.g., piece-rate, commissions, tournament systems) and how do you think it would affect some of the concepts of motivation we discussed in the previous class? Please come to class with any examples (either personal or antidotal) about equity splits among founders.

OPTIONAL Research Example: E.P. Lazear (2000). Performance pay and productivity. *American Economic Review*, 90(5), 1346-1361. A summary of this article can be found [here](#).

Tu, Oct 4 Designing Jobs (HSC Class #3)

Readings:

1. E. Bauer & B. Erdogan. (2021). Motivating Employees Through Job Design.”
Section 6.2 in *Organizational Behavior: Bridging Science and Practices*, Flat
World Publishing. Pg. 170 - 177
2. M. Arthur. [“What’s the Trouble with Passion in your Life and Career?”](#)

Exercise: Complete the Job Crafting Exercise (sent to you via Email this week) and be prepared to discuss your results in-class. To complete this exercise please think about the last job you held before entering Wharton.

Study Questions:

1. How might technology and, more specifically, algorithms shape the way that organizations may design jobs and how workers may craft their jobs?
2. In what ways was your worst job designed that made it so bad and how might you propose changes to it in the future?

OPTIONAL Research Example: Grant et al. (2007). Impact and the art of motivation maintenance: The effects of contact with beneficiaries on persistence behavior. *Organizational behavior and human decision processes*, 103(1), 53-67. A summary of this article can be found [here](#).

Tu, Oct 11 Recruiting & Selecting Employees (HSC Class #4)

Reading: L. Neville & B. Schneider (2021). Why is it so Hard to Change a Culture? It’s the People. *Journal of Organizational Development Network: Inspirations for the Future of OD & the Reality of Our Work*, pg. 41-6.

Cases:

1. M. Bogen. [All the Ways that a Hiring Algorithm Can Reproduce Bias.](#)
2. Pymetrics: [Meet the Start-up \(Short Video\)](#)
3. LinkedIn: [LinkedIn Unveils Tool to Help Combat AI Bias](#) (you can create a free account to access or see article in the coursepack)

Study Questions:

1. How objective (or not) are the hiring procedures used by Pymetrics, LinkedIn, and those mentioned in the Bogen article?
2. What are some of the potential benefits of integrating these AI-practices into each case? Pitfalls?
3. How serious is the threat of potential biases for each of these systems and how would you mitigate them?
4. Would you follow a recommendation from an algorithm about who to hire? In what types of hiring decisions would you trust the algorithmic more or less?

OPTIONAL Research Example: L.A. Rivera (2012). Hiring as cultural matching: The case of elite professional service firms. *American sociological review*, 77(6), 999-1022. A summary of the article can be found [here](#).

Tu, Oct 25 Performance Appraisals (HSC Class #5)

Reading: P. Cappelli and A. Tavis, “The Performance Management Revolution” *Harvard Business Review*.

Cases:

1. Dovertet. (HBS Case – 112061)
2. Quantitative/qualitative evaluation, and within/between person comparisons in performance appraisal: See articles [here](#) and [here](#) and [this](#) video.

Study Questions:

1. What are the challenges of the Dovertet ranking system?
2. What are the benefits and costs of within (i.e., comparing an employee’s current performance to the employee’s prior performance) v. between employee comparisons?
3. What types of appraisal systems have you experienced in your prior jobs and how was it perceived by employees and leadership?
4. How might people analytics and big data positively or negatively impact appraisals?

OPTIONAL Research Example: Berger, J., Harbring, C., & Sliwka, D. (2013). Performance appraisals and the impact of forced distribution—an experimental investigation. *Management Science*, 59(1), 54-68.

Th, Oct 27 Organizational Design & Architecture (HSC Class #6)

Reading: N. Nohria. Notes on Org Structure. (HBS 9-491-083)

Cases:

1. Haier: Organizing to Build a Smart EcoSystem Brand. *INSEAD Case*.
2. E. Bernstein. [The Implications of Working Without an Office](#) – *Harvard Business Review*. **Skim**.

Study Questions:

1. What is Haier’s organizing model and what is unique about it?
2. How might an organization’s structure change as it moves through periods of growth?
3. How can different work arrangements (e.g., contract/temp work) and technology (e.g., AI, remote work) shape organizational design choices?

OPTIONAL Research Example: Lee, S. (2022). The myth of the flat start-up: Reconsidering the organizational structure of start-ups. *Strategic Management Journal*, 43(1), 58-92. A summary of the article can be found [here](#).

Tu, Nov 1 **Managing HR for Organizational Performance (HSC Class #7)**

In this capstone session, we highlight the alignment (or misalignment) between human resources systems and business strategy as a source of competitive advantage. We also discuss debates over whether there is “one best way” for all companies in all industries to organize their systems for managing people. In the case discussion, we will untangle the factors behind the high performance of two companies known for two radically different talent management strategies: Netflix and Patreon. We will discuss their different approaches to combining their “managing people” practices with their business model and operational practices, and discuss the significance of these differences for achieving sustainable competitive advantage in very tough industries. Class discussion will also include discussion of other well-known companies in different industries we covered in class to underscore how differently human capital assets can be selected and organized to achieve competitive advantage.

Reading: S.Nell and S. Morris (2018). Chapter 16, *Managing Human Resources*, Cengage Learning. Boston, MA. *Read Sections 16.1, 16.2, and 16.5*

Case:

1. Netflix Culture Deck. Skim the whole thing (many text slides but a quick read), noting in particular the sections “Pay Top of Market” and “Promotion and Development”, slides 92-117.
2. [Patreon Culture Deck](#). Skim the whole thing (many text slides but a quick read), noting in particular the sections “People” and “Compensation”, slides 52 - 64.

Study Questions:

1. How does Netflix’s and Patreon’s system for managing people and its culture link to the execution of its strategy?
2. How imitable are Netflix’s and Patreon’s capabilities?
3. What are the levers an organization must pull on to build a high-performance human resource system?
4. In what ways does a firm’s people strategy shape a firm’s strategy? How would you know if there was (mis)alignment between the two?

OPTIONAL Research Example: Z. Ton. *The Good Jobs Strategy: How the Smartest Companies Invest in Employees to Lower Costs and Boost Profits*. Chapter 1. A video summary of the book can be found [here](#).

HSC PAPER DUE: Sunday, November 6 by 11:59 pm EST (via Canvas)

PART III: GLOBAL MODULE (Professor Hernandez)

Th, Nov 3 Why should firms (not) internationalize? (Global Class #1)

Reading:

1. Introduction & Summary of ADDING Framework (in “Summary of Global Strategy Frameworks”)
2. *If needed*, review the concept and calculation of net present value (NPV) analysis: “[A Refresher on Net Present Value](#)” by Amy Gallo.

Case: “Haier: Taking a Chinese Company Global.” HBS 9-706-401

Study questions:

1. What made Haier so successful in China during its startup phase (from 1984 to the mid 1990’s)?
2. Do those same factors help Haier succeed internationally as the company matures (post mid 1990’s)?
3. Did Haier make the right decision by globalizing first into developed markets?

OPTIONAL Research Example: Chang, Kogut, and Yang (2016) “Global diversification discount and its discontents: A bit of self-selection makes a world of difference.” *Strategic Management Journal*, 37(11): 2254-2274.

Tu, Nov 8 Where should firms internationalize? (Global Class #2)

Reading: Pankaj Ghemawat, “Distance Still Matters,” *Harvard Business Review*, Sep. 2001

Case: “Mission Impossible? Impossible Foods and the Globalization of Plant-Based Meat” Wharton School Case.

Study Questions:

1. Why is Impossible Foods expanding into international markets? Does the company’s environmental mission conflict with what would be ideal from a purely commercial standpoint?
2. Do you agree with Impossible’s approach to selecting foreign markets? Are they being too conservative compared to Beyond Meat’s more aggressive approach to growth?
3. What markets should Impossible Foods prioritize in the future? Why?

OPTIONAL Research Example: 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. (A summary of this article can be found [here](#).)

Th, Nov 10 How should firms internationalize—Strategy? (Global Class #3)

Reading: Summary of AAA framework (part of the “Summary of Global Strategy Frameworks” document)

Cases: (NOTE: Each is a brief mini case rather than a full case)

1. "How Amazon Adapted Its Business Model to India" by Vijay Govindarajan and Anita Warren, *Harvard Business Review*.
2. "Netflix, Amazon Take Divergent Paths to Reach Indian Audience" by Shalini Ramachandran, *Wall Street Journal* (1 Nov 2016).
3. ["The Globalization of R&D by US Multinationals: What Are the Effects at Home?"](#) by Theodore Moran and Lindsey Oldenski

Study Questions:

1. What are the differences in the India strategies of Amazon, Netflix, and the firms doing R&D described in the mini-cases?
2. How do these companies create and capture value?
3. What risks is each company taking by the kind of strategy they are following in foreign markets?

OPTIONAL Research Example: Berry, H. & Kaul, A. (2022) Disaggregating Multinationality: An Empirical Examination of Aggregation, Adaptation, and Arbitrage Activities by U.S. Multinational Corporations. *Strategy Science* 7(2):90-105.

Tu, Nov 15 How should firms internationalize—Entry Mode? (Global Class #4)

Reading: Summary of BBB framework in "Summary of Global Strategy Frameworks"

Cases: (NOTE: Each is a brief mini case rather than a full case)

1. "An Insider's Account of the Yahoo-Alibaba Deal," by Sue Decker, *Harvard Business Review* (August 2014)
2. "How a 10-month-old startup's founders convinced investors to give them millions of dollars to buy a 93-year-old German razor factory," *Business Insider*, 13 June 2015
3. "Lyft, Didi, Ola And GrabTaxi Partner In Global Tech, Service Alliance To Rival Uber," *TechCrunch*, 3 December 2015

Study Questions:

1. Why did Yahoo! go from building its own operation in China, to acquiring another firm, to partnering with Alibaba? Do you agree the Alibaba partnership was successful?
2. Why did Harry's acquire Feintechnik? Why not manufacture its own razors or, if Feintechnik makes unusually good razors, sign a simple supply contract to get the razors it needs?
3. Why did Lyft, Didi, Ola, and GrabTaxi establish an alliance? Why not build their own ridesharing services in foreign markets, like Uber has done?

OPTIONAL Research Example: Sanjeev Agarwal & Sridhar N. Ramaswami, "Choice of Foreign Market Entry Mode: Impact of Ownership, Location and Internalization Factors." *Journal of International Business Studies*, March 1992:1-27.

Th, Nov 17 Guest Speaker: Manchester City Football Group (Global Class #5)

[Diego Gigliani](#) (WG'04), Managing Director of Emerging Clubs for Manchester City Football Group, will be our guest speaker. MCFG's efforts to become a truly global soccer organization is one of the more daring and interesting emerging strategies in an otherwise traditional industry.

Case:

1. "[Manchester City's Plan for Global Domination](#)", *The Guardian*, 15 December 2017
2. "[Manchester City owners buy Palermo as City Football Group portfolio expands to 12 clubs](#)", *The Athletic*, 4 July 2022

Study Questions:

1. What benefits is MCFG seeking by expanding into foreign markets?
2. Do you think the locations of the clubs MCFG has acquired in various countries make sense? Why? Does it make sense to buy existing clubs?
3. Does MCFG's global strategy make sense to you? Do you believe it will allow them to be more successful than rival teams in the long run? What major risks is MCFG taking on?
4. What burning question would you like to ask our guest speaker? Come ready to class with that question!

Tu, Nov 29 Integration: Putting the Frameworks Together (Global Class #6)

Our purpose in this class is to integrate and consolidate the four core global strategy frameworks we covered during our first weekend together. We'll focus on understanding how the ADDING, CAGE, AAA, and BBB frameworks connect with each other to help you develop a coherent and comprehensive global strategy.

Reading: Review the "Summary of Global Strategy Frameworks" and the slides from the first four global classes. Take time to do this! Don't just lightly skim, but consider the links across frameworks carefully.

Case: "Akamai's Localization Challenge" MIT Case 16-175

Study Questions:

1. Why did Akamai expand into foreign markets? Are there any benefits of internationalization the company is leaving on the table?
2. Look at Figure 2. What do you notice about the sequence of locations Akamai entered? What types of risks did the company take on through its location choices?
3. What kind of strategy did Akamai follow internationally for its "upstream" (e.g. R&D) vs. "downstream" (marketing, sales) activities? Why is Akamai struggling to serve local customers compared to global customers?
4. "With the exception of Brazil, Akamai operated in all markets without a local partner." Does this make sense? Should Akamai be relying on local partners in certain markets?

Th, Dec 1 **Managing Non-Market Stakeholders (Global Class #7)**

Cases:

1. "Uber's Challenges in Foreign Markets (A)" (Wharton School Case)
2. "Uber's Challenges in Foreign Markets (B)" (Wharton School Case)

Study Questions:

1. What were Uber's main challenges in foreign markets as of late 2014?
2. Who were the key stakeholders making demands on Uber in each market? What did they want?
3. Was it a good idea to switch from "principled confrontation" to positively engaging regulators in foreign markets?
4. If you were the Uber manager in Mexico City, what would you do to ensure that ridesharing services are legalized so that Uber can remain in business there?

GLOBAL STRATEGY MEMO DUE: Sunday, December 4 by 11:59 pm EST (via Canvas)

COURSE INTEGRATION & WRAP-UP (All Three Professors)

Tu, Dec 6 Integrative Case Discussion

All three professors will be in class. We will analyze a recent case from the perspective of the three course modules.

Case:

1. "[DoorDash Drivers Game Algorithm to Increase Pay](#)", *Bloomberg*, 6 April 2021
2. "[Gulp! The secret economics of food delivery](#)", *The Economist*, 26 January 2021
3. "[DoorDash to Buy Finland Food-Delivery Startup in Deal Valued Above \\$8 Billion](#)", *Wall Street Journal*, 9 November 2021

Study Questions:

1. What are the limits of campaigns such as #DeclineNow?
2. How does DoorDash currently create and capture value? Are its value creation and capture sustainable? What should this company do next?
3. Did it make sense for DoorDash to expand into Europe by acquiring Wolt? What concepts from class would you use to justify your answer?

Th, Dec 8 Guest Speakers: Felix

The founders of [Felix](#), a [Wharton startup](#), will stop by and tell us all about their journey. All three professors will be in class.

Preparation: Look up the company and learn as much as you can. Come to class ready to ask the founders questions about how they've managed their emerging firm.

TEAM PAPER DUE: Wednesday, December 14 by 11:59 pm (via Canvas)

WRITTEN ASSIGNMENT DETAILS

Strategy 1-page Write-ups

You will be required to choose and submit **5 out of 6 case write-ups** (3 points each), whichever interests you. For each write-up, please go through both the reading and case materials and answer the case-study questions (in the course outline below) using the concepts in the reading material. Although additional data might be interesting, the “Monday morning quarterback” syndrome is not an effective way to learn about strategic management. You are, therefore, strongly discouraged from using extra- or post-case data.

Each write-up is limited to **500 words of text**. This write-up is due **24 hours before the respective session**. Please submit your write-up electronically on Canvas, and at the top right corner of the document, write your **PennID** (not your name). Regardless of whether you submit a write-up for a case, you are required to read the case (as well as the other material). More guidelines on the write-up will be posted on Canvas.

Human & Social Capital Write-up

Your assignment is to examine your last job (or an earlier job) and use theories and concepts from the course to analyze and explain your work experience. Essentially, you will use your job as the case material that allows you to demonstrate your understanding of course theories/concepts. You may use concepts from the HSC class sessions in which we cover such topics as motivation, job design, reward systems, managing individual and group performance, and group and organizational influences on decision-making. Certain readings focus on specific theories (e.g. expectancy theory; equity theory) that provide a full-fledged framework for explaining and predicting behavior; while other readings include concepts that may not be full theories but can be abstracted and applied to a wide range of situations, e.g. Rewarding A While Hoping for B (Kerr).

The choice about what issues to cover and what theories/concepts to apply is yours. In evaluating your answer, we will look to see whether the theories/concepts 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. did you pick the theories/concepts that 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 in-depth the course readings, master them, and apply them to your experience. *Thus, very good papers do not simply present a lively and detailed description of your past job. Rather, they demonstrate in-depth understanding and application of course concepts and theories.* More specifically, they:

1. Demonstrate in-depth understanding of **five of the main concepts (four if you choose job design, noting the five separate concepts within it)** from the HSC sessions by making specific links between theories/concepts and key elements of your job experience.
2. Explain why the theories or concepts you've chosen are important and useful for understanding (and perhaps for suggesting changes to) your prior job or organization.

Here are some tips based on our collective experience with this course assignment. The instructor will offer additional guidance with 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.

- Be sure to explore your experience with your job, rather than writing generically about the experience of all people in positions like yours.
- 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 work experience. 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 describing your job. Show how they apply to your situation.

The write-up should be double-spaced, with 12-point Times New Roman font and 1-inch margins. The maximum length is 1,000 words (plus or minus 5%). Please include a word count on the top right header on the front page (the title does not count towards the word limit). 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 the mid-semester crunch. This is feasible because the raw material (your work experience) is readily available to you, and each class session will introduce new concepts that are potentially applicable. This is an individual assignment. No teamwork is allowed. The write-up is due by **Sunday, November 6th** submitted on Canvas by 11:59 pm.

Global Strategy Memo

The professor will assign an article describing the global strategy of an emerging firm. You will use the concepts taught in class to evaluate that strategy, written as a memo to the CEO of the firm. You will receive the article and the full details of the assignment towards the beginning of the global module.

Team Project

You will be randomly assigned to a team for purposes of this project. Your assignment is to analyze a company of your choice from the lenses of the three major themes of this course: strategy, human and social capital, and global. The purpose of the project is twofold: (a) to showcase your ability to apply concepts (frameworks, theories, models) covered in class to a real company and (b) to integrate concepts covered in separate modules by exploring the relations and interactions across strategy, people, and global issues faced by your chosen company. While we will be teaching each module separately and sequentially for didactic purposes, management is a holistic discipline in which strategic, human, and international factors have to be dealt with jointly. This project gives you a chance to develop and showcase such a holistic view.

This assignment has two deliverables:

1. **Proposal:** You will submit, via Canvas, a very brief document (1-page maximum) proposing the company your team will analyze, offering a rough outline of the main topics and concepts you intend to cover, and providing a sense of what sources of information you will draw upon. This proposal will not be graded, but you will receive feedback on whether the choice of company is appropriate and some brief comments on your proposal. The most important issue at this point is to make sure you select a company that fits with the "emerging" theme of MGMT 6120: choose startup/young firm or choose an emerging issue faced by a more established company (e.g. entry into a new product space, adoption of a novel technology, etc.).

You may not select any of the companies that we will be covering during case discussions in class.

In addition, the following companies are off limits because they have been covered thoroughly by previous students who took this course: ActivisionBlizzard, AirBnb, Allbirds, Beyond Meat, Bonobos, Blue Bottle, Casper, Chipotle, Chobani, Coinbase, DoorDash, Etsy, Expedia, FitBit, GitHub, GoPro, Groupon, GrubHub, GymPass, Impossible Foods, Instacart, Jet.com (Walmart e-commerce) Kind, Lending Club, LinkedIn, Lululemon, Netflix, NVIDIA, Oatly, Patreon, Peloton, Regeneron, Rent the Runway, Shake Shack, Shopify, Snap, Spotify, Square, SoFi, Stripe, SweetGreen, TaskRabbit, Tesla, TikTok/ByteDance, Tough Mudder, Uber, Warby Parker, Wayfair, Wealthfront, WeWork, Yelp, Zappos, Zoom.

2. **Team Paper:** The paper is your main deliverable for the project and worth the most points (25% of your final grade). It should be between 6,000 and 6,500 words maximum (approximately 25 pages long double spaced, 12-point Times New Roman font, 1-inch margins). You are allowed to include additional materials (tables, charts, figures) in an appendix that does not count toward the length limit.

This project and paper are intentionally somewhat open ended because each company and the issues it faces are unique, and thus you should tailor your analysis accordingly. We prefer not to straitjacket you into a certain format or to tell you exactly what kinds of concepts to use to evaluate the company. 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. We will evaluate your paper based on whether the concepts you use in the analysis are relevant to the situation (i.e. did you pick the theories/concepts that best illuminate the firm's situation), applied appropriately (i.e. fit the context you describe), and connected within and across the strategic, human, and global portions of the paper.

Lead TA and Mandatory Progress Check: Your group will be assigned a "lead TA" who will serve as your main point of contact for questions regarding the project. You will decide the best way to work with the lead TA. Please be respectful of the TA's time by being prepared with specific questions or materials before reaching out to them. The lead TA will NOT read drafts of your paper. They will only ask questions, offer guidance and, if necessary, serve as a liaison to the professors if further information is needed. To ensure that your team is making adequate progress on the project, **you are required to have one check in meeting with your lead TA at least two weeks before the team paper is due.** The TA will reach out to schedule that meeting if you haven't done so as the deadline approaches.

Group Dynamics: All team members are expected to contribute equally and—barring exceptional circumstances—will receive the same grade on the project. Just like in the workplace, we expect you to work out any frictions. We will generally not get involved in disputes. However, we will not hesitate to assign a lower grade to someone if there is clear evidence that they did not contribute meaningfully to the project.

Tips and Guidelines: Based on several years of collective experience with this assignment, we offer the following advice to produce an excellent paper.

- Be analytical and evaluative! Because you will choose a company that you find interesting, it will be tempting to get carried away with telling the story of the firm or with describing its

product or business model. Be careful not to “drink the Kool-Aid” and see everything the company does as good. This is especially the case for young/startup companies that don’t have a long track record. To avoid these pitfalls, remember that the purpose of the assignment is to evaluate (not describe) the company: take a stand and defend it using class concepts. Be clear about what the firm does well and what it could do better.

- The paper must cover concepts from all three modules of the class. But not all modules need to receive equal coverage. Do not think that the more concepts, theories, and frameworks you apply, the better. Indeed, if you tried to apply all the concepts covered across all three modules of MGMT 6120, you would end up with a shallow paper full of buzzwords! Instead, apply a handful of concepts from each module according to the issues most salient and interesting for your company. Remember to mention course concepts specifically. We shouldn’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—show how they apply.
 - An important corollary: Beware of over-relying on one favorite or easy-to-use framework. This can lead to a myopic and un insightful analysis. For example, we see this happen frequently with Porter’s 5 Forces in the strategy portion of papers and presentations. Teams engage in an overly lengthy and tedious coverage of the 5 Forces model because it is easy to apply and familiar. This often comes at the expense of many other issues that are much more interesting and relevant to the specific company you have chosen. While the 5 Forces may be very important in some cases, they may not in others. The same applies to any framework.
- You do not need to cover everything about the company or its history (although providing adequate context is important). The best papers focus on one or very few key events or challenges or opportunities, and then take a holistic look at the chosen issue from the three angles represented by each module. For example, one team may choose to focus on their company’s choice to enter a new product space, another team may focus on the challenges of scaling from 100 to 2,000 employees, and another on their company’s difficulties in expanding into a certain foreign region. In all three cases, those companies are likely facing or faced other issues that the wisest teams chose to not focus on.
- Rely on data and documented facts as much as possible. Surely you will do your own fact-finding using Google and other sources with which you are familiar. An excellent list of sources of information on companies, industries, and countries is available at <http://guides.library.upenn.edu/mgmt6120>. Gathering some “primary” data through interviews and discussions with company insiders can be a powerful way to add richness and insight to your paper. Inasmuch as you provide quantitative and qualitative data to support your ideas, do not expect the reader to “crunch the numbers” that you display exhibits to see what is really happening. You have to provide the data *and* the analysis.
- Make sure to choose a company for which you can get sufficient data and information. This is often a challenge for the human and social capital aspects of the firm because information about the internal workings of a company is not always disclosed—especially for very young firms. In the past, teams get around that challenge by having an inside connection to the

company, by conducting interviews with key personnel, and by using the Wharton alumni network to gain access.

- Because many young or emerging enterprises have not internationalized, students commonly ask if the chosen company needs to have global operations. The short answer is no, the company need not have international operations. You can still apply the frameworks of the global module to determine if it might make sense for the company to internationalize certain activities and, if internationalization makes sense, which locations, strategies, and entry modes would be most appropriate.
- In addition to applying concepts from each module independently (e.g. Porters 5 Forces, motivation theories, CAGE), you should demonstrate the ability to integrate concepts *across* modules (e.g. What implications does a certain strategy have for human and global issues? How does the company culture support the firm's general strategy? As the firm scales globally, can it and should it replicate the organizational- and people-related systems it currently uses?). Such integration can be interspersed throughout the paper or concentrated in one designated portion of the paper. As you work on such integration, don't just state that concept A affects concept B—be explicit about why those interactions across issues arise and how the company should deal with the interactions.
- Have a section in the paper in which you bring it all together by providing clear conclusions and recommendations.
- Make sure to appropriately cite and give credit for any material upon which you draw. Avoid plagiarism by following these rules: <https://guides.library.upenn.edu/copyright/plagiarism>. Remember, we use software to check for plagiarism!

We believe the team project is an excellent vehicle for you to consolidate your learning from a complex and multidimensional class like MGMT 6120, and we hope that these guidelines help make this a rewarding assignment. Feel free to reach out to the TAs and the professors with any additional questions.