MGMT 1010: INTRODUCTION TO MANAGEMENT
Fall 2023

Faculty: Professor Xu Han
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Office Hours: Thursdays 1:30pm-3:00pm, or by appointment

Course website: https://canvas.upenn.edu/courses/1722544

Format: Hybrid
In-Class Sessions: 001   M 12:45-1:30pm @ SHDH 350
                    002   M 1:45pm – 2:30pm @ SHDH 350
                    003   M 3:30pm – 4:15pm @ SHDH 1206

Head TA: Benjamin Nadolsky (bwn@wharton.upenn.edu)
TA Office hours: Vary by TA; available on Canvas

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

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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.

The course has two components: lectures and the recitations. Lectures take place on Mondays. There will be typically 45 minutes of pre-recorded lectures and asynchronous materials (e.g., practice quizzes) and 45 minutes of in-person or virtual synchronous sessions during the class time (in-class sessions). There will also be guest speaker session each week scheduled outside class time. There is a minimum **5-attendance** requirement for in-class sessions and guest speaker sessions but beyond that, the attendance is voluntary and optional. The tentative schedule and other information of all synchronous sessions is provided in the syllabus and on Canvas. The recording of all synchronous sessions will be posted on Canvas.

Recitations take place on Tuesdays to Thursdays. All the recitations are scheduled to be in person and we expect you to attend all of them. The schedule and classroom assignment of recitations are available in the course registration system.

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. The required readings for the lectures are available via Canvas: (1) see Study.Net Materials tab (for a course pack called "MGMT1010: Introduction to Management – Han (Fall 2023)") for HBS readings that require purchase and (2) see Course Materials@Penn Libraries tab for readings that are available for free from Penn Libraries. 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 MGMT1010 (https://canvas.upenn.edu/courses/1722544). 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, asynchronous lecture videos, and online synchronous session recordings, which will be posted on the course website every week. Please note, though, that lecture slides do not provide or convey the same level of detail as discussed in lectures videos and/or online synchronous sessions and that some slides will not be posted.

GRADING:

Your overall course grade for MGMT1010 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   (10 %)
- Final Exam Exercise   (25 %)

·	Individual written assignment	(5 %)
·	Team project	(30 %)
·	Attendance & participation	(30 %)

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 MGMT1010, **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 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 (35%)

There will be one midterm exam and one final exam exercise. 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.

The midterm exam will cover all course materials from Weeks 1-7 inclusive. The exam will consist of true/false and multiple-choice questions. It will be worth 10% of your overall course grade and will be held online in Week 8.

The final exam exercise will cover all course materials. It will be worth 25% of your overall course grade, and will be due on December 8th at 11pm EST.

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

2. Individual Written Assignment (5%)

You will be asked to complete one response paper, which gives you an opportunity to show that you can think analytically, carefully, and critically about management issues, and apply management theories and concepts to analyze those issues. **The response paper should address the discussion questions for recitations**. You are free to choose the recitation you would like to write a response paper for and should send the paper to your TA by 11pm EST before your recitation. The suggested length of the paper is 1-2 pages (Times New Roman, 12-point font double-spaced). More details will be provided in class and on Canvas.

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 Canvas. Please let your TA know if you have any questions about this.

3. Team Project (30%)

Overview: Choose a recent (past five years) example of an organization that faced a major challenge/crisis related primarily to one of the session topics from class (e.g., external environment, corporate strategy, etc.). Provide an overview of the organization with the Congruence Model, which you will learn from the class, and analyze what it did to tackle the challenge/crisis and what it could have done differently in light of course concepts.

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 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 up to 6 students within your own recitation section to work on the presentation (adding the sixth member of the team requires the approval from your TA). The group must sign up on Canvas by Friday, September 22 at 11pm EST.

- **Progress report**: Your team will prepare and submit **two short progress reports** for review by your TA. Your TA will discuss your progress report with you in scheduled meetings during the recitations. The suggested length of the report is 2 pages (Times New Roman, 12-point font double-spaced). More details will be provided in class and on Canvas.

- **TA meeting**: Your team can schedule a meeting with your TA to discuss the progress report, get more guidance on the project and clarify any confusion. Meetings will be held during week 6 and week 11.

- **Final slides**. Your team will submit your presentation slides on Canvas by Sunday, November 26 at 11pm EST. You should submit these online through Canvas AND bring a printed copy for your TA the day of your final presentation. This is not a formal written report, simply a record of the flow of your presentation.

- **Presentation:** The team presentations will take place in recitations in Week 14. Each team will be allocated 15 minutes, including 10 minutes to present plus 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 in your team progress report and final presentation slides. Your assignments will be checked for originality using Canvas. If you use AI-powered tools such as ChatGPT, please add footnotes to highlight the parts in which such a tool is used and explain how it is used. 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 provide an overview of the organization, make your own assessment on the competitive advantage and/or disadvantage of the organization, select appropriate management concepts to analyze the organizational crisis you have chosen, demonstrate your understanding of the theoretical concepts, and show how they apply to the organization's actions in dealing with this crisis. Your presentation should include: (a) an overview of the organization and your assessment of its competitive advantage or disadvantage, (b) an overview of its crisis/challenge, (c) an analysis of how the organization dealt with the crisis using appropriate and relevant management concepts, and (d) a proposal for an alternative strategy and/or implementation plan that you feel would have been more successful.

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, team presentations will also be evaluated on their professional quality (e.g., clarity, organization, delivery, etc.). Practicing the presentation together in advance will help you to perform

well.Your TA will ask questions, and the Q&A 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 three components.

- The progress reports will be worth 5 points. All team members will receive the same points.
- The presentation itself will be graded out of 20 points, and all team members will receive the same points. 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 5 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 fellow team members' work on your Team Project. You will be asked to evaluate each of your team members on a 0-5 scale, according to whether their contributions were none, low, medium low, medium, medium high 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: While we have an individual component of the grade as well as a collective component in order 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 as early as possible.

Use of Generative AI:
- You are not allowed to use generative AI (e.g., tools like ChatGPT) in the Exams, including both Mid-term Exam and Final Exam Exercise. Using such tools in the Exams will be considered a violation of Penn's Code of Academic Integrity and we will report suspected use to the Center for Community Standards and Accountability.
- You may use generative AI programs in the Individual Written Assignment or Team Project to help generate ideas and brainstorm. However, you should note that the material generated by these programs may be inaccurate, incomplete, or otherwise problematic. Beware that use may also stifle your own independent thinking and creativity. You may not submit any work generated by an AI program as your own. If you include material generated by an AI program, it should be cited like any other reference material (with due consideration for the quality of the reference, which may be poor). Any plagiarism or other form of cheating will be dealt with severely under relevant Penn policies.

4. Attendance and Participation (30%)

Attendance
- The course has three parts that require attendance in different forms: (1) asynchronous lectures and assignments, (2) synchronous sessions, and (3) recitations. You are required to complete each week's asynchronous lecture and assignments (e.g., quizzes) as well as your TA-led recitation later in the week. You are also expected to attend **at least five** synchronous sessions throughout the semester. Attendance at all parts will count toward your grade.
- ***Asynchronous Lectures and Assignments (10%)***: The asynchronous lectures will introduce you to each week's core theories and concepts and help you to understand and absorb the required readings. You will also need to complete the ungraded quizzes in-between lecture videos to test your understanding of the theories and concepts. We highly encourage you to complete the asynchronous

content during or before the scheduled class time, particularly before synchronous sessions, but the deadline of completing the asynchronous content, including finishing watching the pre-recorded lecture video and completing the quiz questions is **Monday at 11pm EST every week**, unless specified otherwise on Canvas. You will receive 1 point each week for the completion of all asynchronous lectures and assignments of the week. We will rescale the grade at the end of the class to reflect its 10% weight in your overall grade.

- *Synchronous Sessions (5%)*: The synchronous sessions may take many interactive forms, including polls or mini case discussion or guest speakers. **The schedule and other details (e.g., format) of the synchronous online sessions will be available in the syllabus and on Canvas.** Note that the instructor may build on or address questions about the course theories and concepts covered in the lecture videos but will not repeat what has already been covered in the asynchronous content. Hence, we encourage you to attend the synchronous sessions after reviewing and completing the asynchronous content. You are required to attend **at least five** synchronous sessions throughout the semester to receive full attendance grade on this part. We encourage you to attend more sessions but attendance beyond the first five will not lead to higher attendance grade. The sessions will also be recorded and posted on Canvas for those who do not attend to review.
- *Recitations (15%)*: 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. 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. The recitation will be held in-person. Recitation attendance is required and counts toward your grade. Attendance will be taken each week.
- *Lateness or leaving during class*: We expect on-time attendance at the synchronous sessions of your choices and all recitations. Missing more than 5 minutes of these sessions by arriving late, leaving early, or exiting during the class counts as missing the entire session.
- *Missing class*: As noted, you are expected to complete all asynchronous lecture   content (unless specified otherwise) and attend at least five synchronous discussions and every recitation - doing so will help you to perform well in the course. **If you face challenges in meeting our attendance requirements for the synchronous sessions and/or recitation, please contact me or our TA as soon as possible**.

Participation.
- I will often invite participation in synchronous sessions, **but synchronous session participation will not affect your participation grade**. **Only participation in recitations affect your participation grade.**
- To earn the participation points in recitations, 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 more valuable than 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 summarize your contributions to the recitations, including both your attendance and participation, and assign you points out of 15. Your participation grade in each session is based on whether you are present in the session, whether you speak up in the session and whether your comments are relevant and insightful. Your TA will provide you with more details about the grading in your recitation.

Extra Credit Activities (7%).
- We will launch some activities that will give you opportunities to better understand and further apply the concepts and theories learned from the class. In addition, you can earn extra credit through

participating in these activities to make up for your overall grade. The maximum extra credit a student can earn is 7 points. More details on the activities for extra credit will be available on Canvas.

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 recitations must be reported through Penn's Course Absence Report (CAR) system in a timely manner (within 3 days). If you do not provide timely information on an absence through the CAR system, you may 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.

Withdrawing from the class. We will not approve any request to withdraw from the class that is submitted after **Friday, September 22**. 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.

Disability Accommodations. Any students who require disability-related accommodations should have an official letter from student disability services and should submit this letter together with their request for accommodations to the professor as early in the semester as possible.

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 chats. I hold a series of coffee chats during the semester with up to 6 students each time, to give us a chance to meet and chat informally. Sign-up information for the chats will be available on Canvas.

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.

MGMT 1010 – IMPORTANT DATES TO REMEMBER – FALL 2023

Week 1	Wednesday, Aug 30	First asynchronous lecture
Week 2	Tu/Wed/Th, Sept 5/6/7	First recitations
Week 4	Friday, Sept 22	Team signups due by 11pm EST (on Canvas)
Week 6	Friday Oct 6	Team progress report 1 due by 11pm EST (on Canvas)

Week 8	Mon-Fri, Oct 16-20	Midterm exam week
Week 10	Friday, Nov 3	Team progress report 2 due by 11pm EST (on Canvas)
Week 14	Tu/Wed/Th, Nov 28-30	Team presentations
Week 15	Friday, Dec 8	Final exam exercise submission due by 11pm EST

MGMT 1010 – WEEKLY READINGS & ASSIGNMENTS – Fall 2023

Week 1&2 (Aug 30-Sept 8). Introduction

Lecture:
- 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:
- Introductory discussion (no reading)

Week 3 (Sept 11-15). Inputs: The Competitive Landscape

Lecture:
- Porter (2008): "The Five Competitive Forces that Shape Strategy" (*Harvard Business Review*)
- Brandenberger & Nalebuff (1996): "Co-opetition" (in *Co-opetition,* pp.11-22)

Recitation:
- The Movie Theater Industry case

Week 4 (Sept 18-22). Business-Level Strategy: How to Compete

Lecture:
- Porter (1996): "What is Strategy" (*Harvard Business Review*)
- Ghemawat & Rivkin (2009): "Creating Competitive Advantage" (in *Strategy and the Business Landscape*, pp. 49-60)

Recitation:
- Philly Beer Company case

*** *Deadline: Due Friday, September 22 at 11pm EST: Team signups (in Canvas)* ***

Week 5 (Sept 25-29). Corporate-Level Strategy: Where to Compete

Lecture:
- Collis & Montgomery (2005): "Past Approaches to Corporate Strategy" (in *Corporate Strategy,* pp.18-25)
- Capron & Mitchell (2012): "Introduction" (in *Build, Borrow, or Buy*, pp1-10)

Recitation:
- Lego articles and video
    The Lego Story: https://www.youtube.com/watch?v=NdDU_BBJW9Y
    "Lego looks beyond its blocks" (*Chicago Tribune*, January 14, 1996)
    "Turning to tie-ins, Lego thinks beyond the brick" (*NY Times*, Sept 5, 2009)

Week 6 (Oct 2-6). Outputs: Goals and Effectiveness

Lecture:
- Latham (2004): "The Motivational Benefits of Goal-Setting" (Academy of Management Executive)
- Porter & Kramer (2011): "Creating Shared Value" (*Harvard Business Review*)

Recitation:
- Uber case

*** *Deadline: Due Friday, October 6 at 11pm EST: Progress Report 1 (in Canvas)* ***

Week 7 (Oct 9-13). Business Models

Lecture:
- Amit & Zott (2012) "Creating Value through Business Model Innovation" (*Sloan Management Review*)

Recitation:
- Meeting with TA on Team Project

Week 8 (Oct 16-20). Midterm Review & Midterm Exam

Lecture:
- · Midterm Review Session (OPTIONAL – no reading)

Recitation:
- NO RECITATION THIS WEEK

Week 9 (Oct 23-27). Teams

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

Recitation:
- GlobeSmart Exercise (no reading)

Week 10 (Oct 30-Nov 3). People: Managing Employees

Lecture:
- Roberts (1993) "Note on the Hiring and Selection Process" (*Harvard Business Publishing, 9-393-093*)
- Kohn (1993): "Why Incentive Plans Cannot Work" (*Harvard Business Review*)

Recitation:
- Whole Foods articles

*** *Deadline: Due Friday, November 3 at 11pm EST: Progress Report 2 (in Canvas)* ***

Week 11 (Nov 6-10). Structure and Job Design

Lecture:
- Lawrence & Lorsch (1967) on Differentiation & Integration (in *Writers on Organizations,* pp.50-55)
- Hackman et al. (1975): "A New Strategy for Job Enrichment" (*California Management Review*)

Recitation:
- Meeting with TA on Team Project

Week 12 (Nov 13-17). Culture: Informal Organization

Lecture:
- Schein (1984): "Coming to a New Awareness of Organizational Culture" (*Sloan Management Review,* pp.3-7 ONLY)
- Chatman & Cha (2003): "Leading by Leveraging Culture" (*California Management Review*)

Recitation:
- Bear Stearns & JP Morgan case

Week 13 (Nov 20-24). Integration: Congruence and Change

Lecture:
- O'Reilly & Tushman (2004): "The Ambidextrous Organization" (*Harvard Business Review*)

- Birkinshaw & Haas (2016): "Increase Your Return on Failure" (*Harvard Business Review*)

Recitation:
- Working session – prepare for team presentations next week

Week 14 (Nov 27-Dec 1). Guest Speaker

Lecture:
- No reading

Recitation:
- Team Presentations (no reading)

Week 15 (Dec 4-8). Final Review

- No reading and recitation

*Note: the schedule and the topics of discussion below are tentative and subject to change in order to accommodate the pace of class discussions and guest speakers' schedule. We will confirm the schedule and topics for synchronous meetings in the following week by Friday every week. As mentioned, we would expect you to **attend at least five of the synchronous meetings** below (unless specified otherwise) to meet the attendance requirement for the synchronous meetings in the lecture part of MGMT 1010.*

The schedule of all in-class discussion sessions are as follows unless specified otherwise.

- *Section 001: Monday 12:45-1:30pm @ SHDH350*
- *Section 002: Monday 1:45 – 2:30pm @ SHDH350*
- *Section 003: Monday 3:30 - 4:15pm @ SHDH1206*

Week 1&2:

- **MGMT 1010 Open House** (optional and does not count toward 5-attendance requirement)
  - Time: August 30, 4pm, EST
  - Format: Remote

Week 3:

- **In-Class Discussion:** COVID-19 as an external environment factor for organizations
  - Format: In person
- **Conversation with Practitioners:** Conversation with [Sangeen Zeb](#), General Partner at Google Ventures, on external environment and trends
  - Time: September 11, 4:30pm EST
  - Format: Remote

Week 4:

- **In-Class Discussion:** Does Starbucks have a competitive advantage?
  - Format: In person
- **Conversation with Practitioners:** Conversation with [Richard Galanti](#), CFO of Costco, on competitive strategies and strategic positioning
  - Time: September 18 at 4:30pm EST
  - Format: Remote

Week 5:

- **In-Class Discussion:** Is Tesla over-diversified?
  - Format: In person
- **Conversation with Practitioners:** Conversation with [Jerry Dischler](#), Vice President and General Manager of Ads at Google, on the diversification strategy of Google
  - Time: September 25 at 7pm EST

- Format: Remote

Week 6:

- **In-Class Discussion:** Corporate social responsibility of social media platform
  - Format: In person
- **Conversation with Practitioners:** Conversation with [Carl Smith](#), President Emeritus of Call2Recycle, on corporate social responsibilities and non-for-profit organizations
  - Time: October 2 at 4:30pm EST
  - Format: Remote

Week 7:

- **In-Class Discussion:** Do Uber and Lyft differ in their ride-sharing business model?
  - Format: In person
- **Conversation with Practitioners:** Conversation with [Apu Gupta](#), CEO and Co-founder of Curalate, on discovering new business models
  - Time: October 10 at 7pm EST
  - Format: Remote

Week 8:

- **Q&A about MGMT 1010 Midterm** (optional and does not count toward 5-attendance requirement)
  - Time: October 16, 4:30pm EST
  - Format: Remote

Week 9:

- **In-Class Discussion:** Forming a startup team
  - Format: In person
- **Conversation with Practitioners:** Conversation with [Michael Coppock](#), Senior Business Inclusion Partner at Airbnb, on building and growing inclusive teams
  - Time: October 23 at 4:30pm EST
  - Format: Remote

Week 10:

- **In-Class Discussion:** Conversation with [Michael Case](#), CEO of Neptune People, on recruiting
  - Format: Remote
- **Conversation with Practitioners:** Conversation with [Betty Liao](#), VP of Executive Talent at Khosla Ventures, on hiring and recruiting strategies
  - Time: October 30 at 4:30pm EST
  - Format: Remote

Week 11:

- **In-Class Discussion:** Conversion with Wharton Alumni on jobs and career
  - 12:45pm EST: [Yash Kothari](#) on venturing as an entrepreneur
  - 1:30pm EST: [Jasmine Cohn](#) on the role of product manager

- 3:30pm EST: Aly Kassim-Lakha on investment banking and technology
- Format: Remote

Week 12:

- **In-Class Discussion:** How to build a culture of diversity?
  - Format: In person

Week 13:

- **Conversation with Practitioners:** Conversation with Ken Wilcox, Chairman Emeritus of the Board at Silicon Valley Bank, on leading through culture
  - Time: November 20 at 4:30pm EST
  - Format: Remote

Week 14:

- **Conversation with Practitioners:** Conversation with Scott Kupor, Managing Partner of Andreessen Horowitz
  - Time: November 27 at 7:00pm EST
  - Format: Remote

Week 15: No synchronous session

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.