



北京大學
汇丰商学院

Peking University HSBC Business School

Course Code MGT 518 CEO & TOP MANAGEMENT TEAM Module 3, 2015-2016

Course Information

Instructor: Hong ZHU, PhD

Office: PHBS Building, Room 666

Phone: 86-755-2603-3781

Email: zhuhong@phbs.pku.edu.cn

Office Hour: 3:30-5:30pm Tuesday & By Appointment

Teaching Assistant: Jingxuan Zhang (Jessie)

Phone: 185-8842-0690

Email: zjx@sz.pku.edu.cn

TA Office: PHBS Building, Room 213/214

TA Office Hours: 7:00-9:00 pm Thursday & Friday

Classes

Lectures: Monday & Thursday 3:30-5:20pm

Venue: PHBS Building, Room 225

1. Course Description

1.1 Context

Course overview

The actions – or inactions – of CEOs and Top Management Teams (TMTs) at the apex of an organization can dramatically affect organizational outcome. CEO & TMT is a graduate level course designed to deeply comprehend these key people – the importance of these key people to an organization, their differences in personalities, values, abilities, and experiences, their perceptions, their changes (turnover and succession), the incentives to these key people to create value for organizations, etc. This course provides an intensive and inspiring learning experience for graduate students (MA and MBA students) and practitioners (current or prospective executives) who are seeking career advancement and broader responsibilities in organizations.

Prerequisites

Students are required to have completed at least one management course at master/undergraduate level. If students do not meet the prerequisite requirement, but want to take this course, you must show the evidence that you have adequate academic backgrounds to the instructor. The instructor will approve whether you can take this course or not.

1.2 Textbooks and Reading Materials

Course materials will consist of three areas: (1) textbooks (2) Harvard and Ivey Cases; (3)

powerpoint slides, to be provided by the instructor.

(1) Course textbooks as references

Finkelstein, S., Hambrick, D. C., and Cannella, A. 2009. *Strategic Leadership: Theory and Research on Executives, Top Management Teams, and Boards*. Oxford: Oxford University Press (Finalist, Academy of Management Terry Book Award).

Hitt, M.A., Ireland, R. D., & Hoskisson, R.E. 2014. *Leadership Implications for Strategy* Chapter 12. In *Strategic management: Competitiveness and globalization (Concepts), 10th Edition*, South-Western: Cengage Learning.

Larcker, D. & Tayan, B. 2011. Labor market for executives and CEO succession planning & Executive compensation and incentives. Chapter 7& 8. *Corporate Governance Matters: A Closer Look at Organizational Choices and Their Consequences*. New Jersey: Pearson Education, Inc.

(2) Cases

A list of Harvard and Ivey cases and other cases and scenarios will be discussed in the course.

(3) Powerpoint slides

Powerpoint slides will be distributed following each lecture.

Recommended Readings: I recommend that you read (or browse) a major business newspaper (e.g., *the Wall Street Journal* or *Financial Times*) on a daily basis. You have heard the phrase “readers are leaders.” This is true assuming the reading is relevant. There is a lot to choose from so choose wisely. Most people do not read; this will be a habit that will set you apart.

2. Learning Outcomes

2.1 Intended Learning Outcomes

Learning Goals	Objectives	Assessment
1. Our graduates will be effective communicators.	1.1. Our students will produce quality business and research-oriented documents.	No
	1.2. Students are able to professionally present their ideas and also logically explain and defend their argument.	Yes
2. Our graduates will be skilled in team work and leadership.	2.1. Students will be able to lead and participate in group for projects, discussion, and presentation.	Yes
	2.2. Students will be able to apply leadership theories and related skills.	Yes
3. Our graduates will be trained in ethics.	3.1. In a case setting, students will use appropriate techniques to analyze business problems and identify the ethical aspects, provide a solution and defend it.	Yes
	3.2. Our students will practice ethics in the duration of the program.	Yes
4. Our graduates will have a global perspective.	4.1. Students will have an international exposure.	Yes
5. Our graduates will be skilled in problem-solving and critical	5.1. Our students will have a good understanding of fundamental theories in their fields.	Yes

thinking.	5.2. Our students will be prepared to face problems in various business settings and find solutions.	Yes
	5.3. Our students will demonstrate competency in critical thinking.	Yes

2.2 Course specific objectives

This course contains the frontier academic research, numerical examples, the analyses of classic and latest cases, regarding CEO & TMT in the global business world. The goals of this course are to (1) facilitate students to develop a solid and comprehensive understanding of these key people – the importance of these key people to an organization, their differences in personalities, values, abilities, and experiences, their perceptions, their changes (turnover and succession), the incentives to these key people to create value for organizations, etc; (2) offer students fine-grained analyses of decision making processes of CEO & TMT through cases analyses. Armed with such in-depth understandings of CEO & TMT, students are more capable of shouldering key responsibilities in organizations increasingly competing in the global market.

2.3 Assessment/Grading Details

Assessment task	Weighting
Class Participation	20%
Mid-term Exam	20%
Homework (Group case analyses and presentations)	40%
Final Exam	20%
Total	100%

Homework assignments submitted after the due time will be penalized 10% of the base grade for each 24-hour late.

A. Class Participation (20%)

Please plan to treat this course as an opportunity to practice the professionalism that will serve you well during your career. You owe yourself and your fellow students your presence in the classroom. Meanwhile, please note that nonprofessional behavior (i.e. sleeping in class, chatting with your neighbors during the class time, showing up late to class, reading materials other than those assigned for this class, leaving class early, failing to turn cell phones off, passing notes, eating, rudeness, sarcasm, discrimination, etc.) that creates a distraction is likely to inhibit both your own and your peers classroom learning. As such you can expect that the demonstration of unprofessional behavior will negatively impact your grade in class participation.

Please also note that attendance is a necessary but insufficient condition for participation in a timely manner; this means that simply attending the class is not the same as participating. Participation will be graded on the basis of the quantity and quality of an individual's contribution to classroom discussion. In fact, we learn best when we are actively involved in the activity we are attempting to master (consider riding a bicycle, studying dentistry).

Being well prepared for class is a prerequisite for high quality involvement, which in turn better

enables you to maximize your learning. Hence, it is virtually important and it is also your responsibility that you always have read in advance the materials that will be covered during the class. Your level of preparation for this class will determine your success. Please come to class prepared.

To facilitate the evaluation of class participation, a **SEATING CHART** will be established in **LECTURE 3**. Students will be also graded high pass, low pass, just pass, and not pass according to the following criteria at the end of the semester.

High Pass (A / A-)

initiates information relative to topics discussed
accurately exhibits knowledge of assignment content
draws upon practical experience or personal opinion, as appropriate
offers relevant/succinct and quality input to class consistently
attends class regularly

Low Pass (B+ / B)

regularly participates in discussions
consistently demonstrates knowledge of reading assignments
demonstrates ability to analyze/apply course material
demonstrates willingness to attempt to answer questions
attends class regularly

Just Pass (B- / C+)

participates in discussion when solicited
demonstrates knowledge of course material
offers clear, concise information relative to class assignment
offers input, but tends to reiterate the intuitive
missing a few classes

Not Pass (C and below)

occasional input, often irrelevant, unrelated to topic or fails to participate, even when specifically asked
(in large/small group discussion)
reluctant to share information
drains energy from the class
behaves towards others in a disruptive fashion, for example: sarcastic comments aimed at others
who are attempting to participate
does not attend class regularly

*Students with the University approved excuse (e.g., valid medical proof) will have his or her absence excused for that day. Besides, it is the responsibility of the absentees to consult their peers about what were covered in the class.

B. Mid-term Exam (20%)

The mid-term exam will be held in the middle of the module. The date (March 21, Lecture 9) will be officially announced in due course. The format of the close-book mid-term exam may include true/false, multiple choices, essay questions and case analyses.

C. Homework (Group case analyses and presentations) (40%)

In total there are four case analyses and presentations in the module. Students form groups to prepare PPT slides for discussion questions. Please send your slides (if Slides do not provide enough spaces, please provide a supplementary word document to provide your answers) to me and TA by 1:30pm Monday of the class discussion week. In class discussions, each group (randomly assigned to one or more questions) will come to the front and present your thoughts written in PPTs and lead the discussions of the questions in the class.

Groups will be assigned by the Professor in the beginning of the class.

Each homework counts 10% of your final grade. For each homework, groups that present in classes will be graded based on the quality of the PPT slides (5%) and the quality of class presentations and of how you lead the class discussions (5%). Groups that do not present in classes will be graded based on the quality of the PPT slides (10%).

Peer evaluation. To avoid any free riders problems, each group is required to turn in a **Group Effort Report** which simply lists the names of all group members, and the percentage of the total group effort accomplished by each group member. If all group members contribute equally to the group project, then their grades will stand. No grades will be adjusted upward on the effort report. However, if the majority of the group is that one or more individuals failed to pull their weight in the project, those individuals' final group project grades will be adjusted downward appropriately. The average of peer ratings can lower an individual course grade by up to 40% (homework points).

Peer evaluation will be conducted in class after each case discussion.

Note: Groups can submit a written request signed by at least the majority of the group members to the instructor at any time if there is severe free rider problem. Also, it is highly encouraged to notify the instructor early in the semester.

D. Final Exam (20%)

The final exam will be held in the middle of the module. The date will be announced in due course. The format of the close-book final exam may include true/false, multiple choices, essay questions and case analyses. The final exam will cover the contents in the whole module and yet emphasize more on the contents after the mid-term.

2.4 Academic Honesty and Plagiarism

Please refer to Handbook for PHBS students. It is important for a student's effort and credit to be recognized through class assessment. Credits earned for a student work due to efforts done by others are clearly unfair. Deliberate dishonesty is considered academic misconducts, which include plagiarism; cheating on assignments or examinations; engaging in unauthorized collaboration on academic work; taking, acquiring, or using test materials without faculty permission; submitting false or incomplete records of academic achievement; acting alone or in cooperation with another to falsify records or to obtain dishonestly grades, honors, awards, or professional endorsement; or altering, forging, or misusing a University academic record; or fabricating or falsifying of data, research procedures, or data analysis.

All assessments are subject to academic misconduct check. Misconduct check may include reproducing the assessment, providing a copy to another member of faculty, and/or communicate a copy of this assignment to the PHBS Discipline Committee. A suspected plagiarized

document/assignment submitted to a plagiarism checking service may be kept in its database for future reference purpose.

Where violation is suspected, penalties will be implemented. The penalties for academic misconduct may include: deduction of honour points, a mark of zero on the assessment, a fail grade for the whole course, and reference of the matter to the Peking University Registrar.

For more information of plagiarism, please refer to *PHBS Student Handbook*.

3. Topics, Teaching and Assessment Schedule

Week		Lecture	Date	Contents
1	Monday	Lecture 1	22-Feb	Introduction
	Thursday	Lecture 2	25-Feb	Introduction of CEO & TMT
				Video: The Secret to Alibaba's Culture Is Jack Ma's Apartment
				HKU-Harvard Business Publishing Case: Alibaba's Jack Ma: Rise of the new Chinese entrepreneur
2	Monday	Lecture 3	29-Feb	The key challenge that CEO & TMT always face
				Jack Ma's leaked email to employees regarding share price performance
	Thursday	Lecture 4	3-Mar	An announcement from Larry Page: Google & Alphabet (G&A) -
				Harvard Business Review Article: Why Google Became Alphabet -
3	Monday	Lecture 5-6	7-Mar	The importance of CEO & TMT's perceptions
				Golden Mine Case A
	Thursday		10-Mar	Google acquires YouTube for 1.65 billion in stock
4	Monday	Lecture 7	14-Mar	CEO & TMT: Team dynamics and get things done through others
				Golden Mine Case B
	Thursday	Lecture 8	17-Mar	Executive Differences
				Tsinghua SEM-Harvard Business Publishing Case: The late bloomer: ZPMC CEO Guan Tongxian
5	Monday	Lecture 9	21-Mar	Mid-Term (100 mins)
	Thursday	Lecture 10	24-Mar	Executive differences: personality
6	Monday	Lecture 11	28-Mar	Executive differences: experience
	Thursday	Lecture 12	31-Mar	Top Management Team
				Harvard Business School case Decision making at the Top: The all-star sports ebusiness division
7	Wednesday	Lecture 13	6-Apr	TMT - Intro, composition and decision making
	Thursday	Lecture 14	7-Apr	Executive turnover and Succession
				Harvard Business School case: Founder-CEO succession at Whily Technology
8	Monday	Lecture 15	11-Apr	CEO turnover and succession
				Executive compensation
	Thursday	Lecture 16	14-Apr	Harvard Business School case Case: Executive Compensation at General Electric (A)
9	Monday	Lecture 17	18-Apr	Executive compensation and incentives
	Thursday	Lecture 18	21-Apr	Wrap-Up
Exam Week			25-Apr	Final Exam

Week		Lecture	Date	Assignments/Readings	Classroom
1	Monday	1	22-Feb	Distribute syllabus	
				Distribute Case: Alibaba's Jack Ma and discussion questions	
				Strategic leadership Chapter 1: the study of Top executives	
				Strategic leadership Chapter 2: Do top executives matter?	
	Thursday	2	25-Feb	Distribute: Discussion Questions of Jack Ma's leaked email to employees regarding share price performance	
				Distribute An announcement from Larry Page: Google & Alphabet (G&A) -	Send your photo
				Distribute Harvard Business Review Article: Why Google Became Alphabet -	
				Distribute G&A discussion Questions	
2	Monday	3	29-Feb	Distribute Golden Mine Case A & B	Establish a Seating Chart
				Distribute Mini-case: Google acquires YouTube for 1.65 billion in stock	Form groups
	Thursday	4	3-Mar	Distribute Tsinghua SEM-Harvard Business Publishing Case: The late bloomer: ZPMC CEO Guan Tongxian	
				Distribute homework 1 and discussion Questions	
3	Monday	5	7-Mar	Distribute: Short bio: Pony Ma	
				Strategic leadership Chapter 3: How individual differences affect executive action	
	Thursday	6	10-Mar	Strategic leadership Chapter 4: executive experiences and organizational outcome	
4	Monday	7	14-Mar		Homework 1 Due
	Thursday	8	17-Mar		Peer Evaluation
5	Monday	9	21-Mar	Strategic leadership Chapter 5: Top management teams	
				Distribute Harvard Business School case Decision making at the Top: The all-star sports e-business division	
				Distribute: Homework 2 and discussion Questions	
	Thursday	10	24-Mar	Strategic Leadership chapter 6 & 7: changes at the Top	
				Distribute Harvard Business School Case: Founder-CEO succession at Whily Technology	
			Distribute: Homework 3 and discussion Questions		
6	Monday	11	28-Mar		Homework 2 Due
	Thursday	12	31-Mar		Peer Evaluation
7	Wednesday	13	6-Apr	Strategic leadership 10 & 11: executive compensation	Homework 3 Due
				Distribute Harvard Business School Case: Executive Compensation at General Electric (A)	
				Distribute Homework 4 and discussion Questions	
	Thursday	14	7-Apr		Peer Evaluation
8	Monday	15	11-Apr		Homework 4 Due
	Thursday	16	14-Apr		Peer Evaluation

Miscellaneous