**MGMT 100 Leadership and Communication in Groups**

Through the process of action, reflection, and experimentation, and application, MGMT 100 aims to develop your leadership, teamwork, and communication skills. The course provides many occasions to strengthen your ability to exercise leadership through service, to speak and write persuasively, and to work collaboratively with a diverse group of individuals. Through the course of the term, you will have a heightened sense of your individual strengths and opportunities for growth. Eleven sections of approximately 60 students are scheduled each year (nine in the fall; two in the spring). Attached to each section are six recitations. Your recitation determines your project team. Whether you are in lecture participating in role plays or simulations, in recitation doing impromptu speeches, or out in the field working on your project, Management 100 is highly interactive and participative. The hallmark of the course is experiential learning. Over the course of the year, Management 100 teams complete nearly 70 field projects. In the fall, freshmen participate in community service projects, a good number supplied by the United Way; in the spring, upper level transfer and dual degree students work on consulting projects vetted by Wharton’s Small Business Development Center (SBDC).

Activity: Lecture
1.0 Course Unit

Notes: This course is exclusively reserved for Wharton undergraduate students.

**MGMT 101 Introduction To Management**

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 "system" 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. This course must be taken for a grade.

One-term course offered either term
Prerequisite: NONE
Activity: Recitation
1.0 Course Unit

**MGMT 104 Industrial Relations and Human Resource Management**

This undergraduate core course introduces students to a combination of basic concepts and timely topics around work and employment. As such, it is divided into two main sections and two quarters within each of those. The first main section deals with micro-level work issues, while the second main section deals with macro-level work issues. Within each of those sections, the first quarter focuses on basic concepts, while the quarter section deals with more applied topics.

One-term course offered either term
Prerequisites: MGMT 100 or WH 101 and MGMT 101
Activity: Lecture
1.0 Course Unit

**MGMT 111 Multinational Management**

Most successful firms go global in some way; why do they go global, and how do they navigate across international borders? This is the question at the core of multinational management. In this course, you will learn about topics such as how firms choose where and how to invest abroad, how shifts in the political/economy landscape affect firm strategy, and how firms respond to restrictions on the movement of both physical and human capital across borders. The class utilizes economics and global strategy frameworks to provide students with an understanding of how to formulate multinational firm strategy. The lessons from the class will be valuable across a wide range of careers, including management consulting, investment analysis, or entrepreneurship. Fulfills the Global Economy, Business, and Society requirement.

Prerequisite: MGMT 100 or WH 101 or MGMT 101
Activity: Lecture
1.0 Course Unit

**MGMT 198 SPECIAL TOPICS INDEPENDENT STUDY**

The half-credit (0.5 CU) Managing Disruptive Change (MDC) lecture series exposes students to particular industries, ideas, or issues through collaborative partnerships between Wharton faculty and high-profile guest lecturers. It is an initiative of the Wharton Dean’s Undergraduate Advisory Board (WAB) to provide students with long-term engagement to high-profile Wharton faculty and guest lecturers. Each year, the program will work to bring together academic and industry professionals to teach a current, thought-provoking topic in business. In the Fall of 2019, MDC presents “Special Topics ISP: Cryptocurrencies. This investigative course will introduce students to the history, business, and theory of cryptocurrencies via a weekly rotating professor/practitioner structure. The goals of this Fall 2019 program are to provide students with a multi-faceted understanding of cryptocurrencies through the lens of numerous experts both in academia and in the business world, to help students contextualize cryptocurrency into a greater academic and practical framework, and to enable students to learn from the teachings of industry experts and take those lessons with them into their academic and professional lives.

Activity: Lecture
0.5 Course Units

Notes: Special Topic Independent Studies vary in the Management Department. Please contact the instructor for course content for each study.
MGMT 205 Multinational Corporate Strategies
This course focuses on the creation of competitive advantage in the multinational firm. It examines the nature of global competition by exploring the characteristics of global versus non-global industries and firms. We also explore different types of international strategy and structure and examine the specific challenges of managing in multiple countries and markets. Finally, we consider the strategic allocation of resources along the value chain and the role of strategic alliances as a crucial element of an effective global strategy.
Course usually offered in spring term
Prerequisites: MGMT 100, MGMT 101, WH 101 and MGMT 111
Activity: Lecture
1.0 Course Unit

MGMT 208 Globalization and International Political Economy
Globalization and International Political Economy is an upper level undergraduate course designed to provide the background necessary to understand globalization and the changes taking place in the international political-economy. The course objective is to help students develop a conceptual framework that will provide an understanding of the current international political-economic environment, provide a basis for thinking about the fundamental changes which are now taking place, and to build a solid foundation to which new material can be added throughout the students’ careers. Format: Class discussions will be interactive and structured to encourage maximum student participation.
Requirements: Take home mid-term exam, a final course paper of 10-15 pages and two shorter (1-2 page papers) dealing with the readings for the day. Students will not be allowed to enroll after the third class session.
Course usually offered in spring term
Activity: Lecture
1.0 Course Unit

MGMT 209 The Political Environment of the Multinational Firm
Are you well prepared to manage or analyze business challenges and competitive threats in a variety of political and social environments? For example, what should you do to dissuade or counter an individual critic armed with a camera phone a YouTube account? Or a decentralized grassroots organization that seemingly pops up overnight, appears to have no single leader or headquarters, and yet is quite successful in capturing media attention? Or a government official who because of a tight reelection campaign or an internal challenge from a populist general turns on you? Lone individuals, small activist groups and unexpected political shifts have done extensive damage to the reputations - and value - of multinationals in recent years. And yet most companies don’t plan for, or even think about, investing in building the kinds of solid relationships with community leaders, governments, NGOs, and other key players that can help them avoid such crises and, when necessary, draw upon their reservoir of stakeholder capital to respond quickly and decisively when a challenge or threat emerges. This semester-long class provides an integrative perspective towards the management of these risks and opportunities. It highlights that better assessment of stakeholder opinion, understanding of how stakeholders impact firm value and of how to infuse stakeholder relationships with trust to unlock that value are increasingly critical elements of a firm’s long-term success, particularly in emerging markets. Firms must also focus on continual improvement in their stakeholder engagement, reinforcing their actions with strategic communications and via organizational culture. The course will give students a combination of practical tools and the latest academic thinking in the emerging field of corporate diplomacy.
Activity: Lecture
1.0 Course Unit

MGMT 211 Competitive Strategy
This is an advanced course in competitive strategy. The course will apply the tools of industrial organization economics and game theory to examine the strategic decisions that managers make. We will examine those decisions concerning pricing, capacity investment, advertising, new product introductions, and research and development. Emphasis will be placed on the strategic interaction among rival sellers. In particular we will look at the various methods of entry deterrence and strategic commitment. The course will attempt to integrate traditional economic models with case study materials.
Course usually offered in fall term
Prerequisites: MGMT 100 or WH 101 and MGMT 101 and some knowledge of microeconomics is suggested. The course will be discussion oriented and based largely on case materials and mini-lectures.
Activity: Lecture
1.0 Course Unit

MGMT 212 Social Entrepreneurship
This is a course on creating a business to attack a social problem and thereby accomplish both social impact and financial sustainability. For this course, social entrepreneurship is defined as entrepreneurship used to profitably confront social problems. This definition therefore views social entrepreneurship as a distinct alternative to public sector initiatives. The basic thesis is that many social problems, if looked at through an entrepreneurial lens, create opportunity for someone to launch a venture that generates profits by alleviating that social problem. This sets in motion a virtuous cycle - the entrepreneur is incented to generate more profits and in so doing, the more the profits made, the more the problem is alleviated. Even if it is not possible to eventually create a profit-making enterprise, the process of striving to do so can lead to a resource-lean not-for-profit entity. Creating a profitable social entrepreneurship venture is by no means a simple challenge. It involves deeply understanding how to prioritize a multi-mission entity, how to analyze and engage traditional agencies, how to formulate political strategies to develop influence and social assets in target beneficiary markets, how to forge negotiating strategies for securing resources, how to capture publicity for the enterprise, and generally how to minimize resource requirements. Students in teams will develop a PowerPoint deck proposing a social enterprise start up using the tools and principles of the course. Format: Lecture, discussion, live case studies (discussions of progress reports of students own ventures), nation-boosting presentations.
Also Offered As: MGMT 812
Prerequisite: MGMT 230 RECOMMENDED
Activity: Lecture
0.5 Course Units

MGMT 213 Environmental Management: Law and Policy
This course provides an introduction to environmental management with a focus on law and policy as a basic framework. The primary aim of the course is to give students a deeper practical sense of the important relationship between business and the natural environment and to think critically about how best to manage this relationship.
Activity: Lecture
0.5 Course Units
Notes: Lectures, case discussions, and student presentations.
Requirements: A mid-term and final examination, class project, and class participation. Materials: A collection of readings and cases which are included in the coursepack.
MGMT 214 Market Dynamics and Technical Change

The course is designed to meet the needs of future managers, entrepreneurs, consultants and investors who must analyze and develop business strategies in technology-based industries. The emphasis is on learning conceptual models and frameworks to help navigate the complexity and dynamism in such industries. This is not a course in new product development or in using information technology to improve business processes and offerings. We will take a perspective of both established and emerging firms competing through technological innovations, and study the key strategic drivers of value creation and appropriation in the context of business ecosystems. There is definitely an overlap in content with other courses in intermediate microeconomics, or managerial economics. Nevertheless, the treatment is sufficiently distinctive to make it complementary to those other treatments for a student who is particularly interested in economic change, or is otherwise interested in acquiring a broader view of economics.

Prerequisites: Students need to have taken a first college course in economics. Multivariate calculus is generally useful in economic theory at this level, but does not carry significant weight in this course. Similarly, an understanding of basic linear algebra enhances the value of the linear programming analysis of the firm, but is not a prerequisite. The course is reserved for Wharton juniors and seniors.

Activity: Lecture
1.0 Course Unit

MGMT 223 Business Strategy

This course encourages students to analyze the problems of managing the total enterprise in the domestic and international setting. The focus is on the competitive strategy of the firm, examining issues central to its long- and short-term competitive position. Students act in the roles of key decision-makers or their advisors and solve problems related to the development or maintenance of the competitive advantage of the firm in a given market. The first module of the course develops an understanding of key strategic frameworks using theoretical readings and case-based discussions. Students will learn concepts and tools for analyzing the competitive environment, strategic position and firm-specific capabilities in order to understand the sources of a firm’s competitive advantage. In addition, students will address corporate strategy issues such as the economic logic and administrative challenges associated with diversification choices about horizontal and vertical integration. The second module will be conducted as a multi-session, computer-based simulation in which students will have the opportunity to apply the concepts and tools from module 1 to make strategic decisions. The goal of the course is for students to develop an analytical tool kit for understanding strategic issues and to enrich their appreciation for the thought processes essential to incisive strategic analysis. This course offers students the opportunity to develop a general management perspective by combining their knowledge of specific functional areas with an appreciation for the requirements posed by the need to integrate all functions into a coherent whole. Students will develop skills in structuring and solving complex business problems.

Prerequisites: MGMT 100, WH 101 and MGMT 101 seniors and juniors that have completed introductory courses in finance, marketing, and accounting.

Activity: Lecture
1.0 Course Unit

MGMT 224 Leading Diversity in Organizations

People in the workplace are constantly interacting with peers, managers, and customers with very different backgrounds and experiences. When harnessed effectively, these differences can be the catalyst for creative breakthroughs and the pathway to team and organizational learning and effectiveness; but when misunderstood, these differences can challenge employees’ values, performance, workplace relationships, and team effectiveness. This course is designed to help students navigate diverse organizational settings more effectively and improve their ability to work within and lead diverse teams and organizations. It also offers students the opportunity to develop their critical thinking on topics such as identity, relationships across difference, discrimination and bias, equality, and equity in organizations and society and how they relate to organizational issues of power, privilege, opportunity, inclusion, creativity and innovation and organizational effectiveness. Class sessions will be experiential and discussion-based. Readings, self-reflection, guest speakers from organizations, case studies and a final project will also be emphasized. By the end of this course, you should be able to: 1) Evaluate the aspects of your identity and personal experiences that shape how you interact and engage with others and how they interact and engage with you in organizations 2) Explain how issues of power, privilege, discrimination, bias, equality, and equity influence opportunity and effectiveness in organizations 3) Propose ways to make relationships across difference in organizations more effective 4) Describe current perspectives on the relationships among diversity, inclusion, creativity, and innovation in organizations 5) Analyze a company’s current approach to leading diversity and use content from this course to propose ways to enhance learning and effectiveness in that company.

One-term course offered either term

Activity: Lecture
0.5 Course Units
MGMT 225 Value Creation and Value Capture in American Business History
This course concerns the history of capitalism in America viewed from the perspective of the people who operated (and in some cases owned) the firms. Its focus is on the activities of value creation and value capture and on how evolving opportunities and selection pressures have conditioned the historic development of competition, strategic analysis and initiatives, organizational structures, merger-and-acquisition activity, entrepreneurship, and the like. Accounting and control are also part of the story: the course in fact considers issues arising in a variety of different management disciplines and shows off their interrelationships. The maintenance (or otherwise) of value capture over the cycle and over time is a running theme. The course has a narrative element (running from Franklin's days through the early twenty-first century) but its deeper purpose is to give students some idea of how to think about the future evolution of firms and industries. It proceeds through a consideration of actual business decisions and performance in a series of challenging and otherwise interesting moments in the evolution of the American business environment. The materials are unusual for the Wharton School--they are often case-like and when possible draw on documents contemporary to the decisions such as correspondence, memoranda, minutes of meetings, old newspaper and magazine stories, and eyewitness accounts. They require thoughtful preparation. This course is much more focused on the students than many and a successful experience of its demands that the students both engage with the materials and take an active role in the class discussion. The largest single element in the grading is a substantial term paper on a topic agreeable to both the student and the instructor. For more information, please contact the instructor: raff@wharton.upenn.edu.
Also Offered As: MGMT 714
Activity: Lecture
1.0 Course Unit

Notes: See the description for MGMT 729. This is a cross-listed course.

MGMT 229 Intellectual Property Strategy for the Innovation-Driven Enterprise
Announcing the first iPhone at Macworld 2007, Apple CEO Steve Jobs famously boasted: "And boy, have we patented it!" How, and to what extent, do patents and intellectual property really provide competitive advantage for innovative technology companies? What makes an IP asset strategically powerful? How do patents impact, and even drive, major corporate decisions including M&A, venture funding and exits, and entry into new markets? In this course, students will learn to critically analyze and answer these questions, gaining insights they can leverage in their future roles as innovation industry executives, entrepreneurs, strategist and investors. The course includes three major units. In Unit 1, Patents and Innovation Value, we examine closely the relationship between competitive advantage, value proposition, and intellectual property (particularly patents). We will apply our understanding of that relationship to critique and sharpen patent strategy to protect examples of cutting-edge technologies. In Unit 2, Patent Leverage and the Corporate Playbook, we study theory and examples of how intellectual property leverage strategically informs corporate transactions and decisions, for established companies as well as for start-ups. In Unit 3, Limits and Alternatives to Patents, we confront the recent legal trend toward reigning in the power and scope of patents. We also consider the growing importance of data as a proprietary technology asset, and discuss options for adapting intellectual property strategy appropriately. Throughout, students will learn and practice applying the concepts we learn to decision-making in examples based on innovative real-world technologies and businesses.
Also Offered As: LGST 729, MGMT 729
Activity: Lecture
0.5 Course Units

Notes: See the description for MGMT 729. This is a cross-listed course.

MGMT 230 Entrepreneurship
MGMT 230 integrates the material introduced in business fundamental courses and applies it to the design and evaluation of new ventures. The purpose of this course is to explore the many dimensions of new venture creation and growth and to foster innovation and new business formations in independent and corporate settings. The course addresses both a theoretical perspective on venture initiation and the application of writing an actual business plan. In this course you are asked to get out of the habit of being a receiver of ideas, facts, concepts and techniques, and get into the habit of generating ideas, identifying problems, analyzing and evaluating alternatives, and formulating workable action plans, thus putting textbook knowledge into practice. Students will get this hands-on experience in the following ways: Through the formation and ongoing work of venture teams that will design a comprehensive business development plan for a particular start-up company. Teams are expected to utilize the tools and analytical approaches discussed in class to their venture, through simulations, labs, lectures and class discussions that are designed to familiarize students with the many dimensions of entrepreneurship and new venture initiation. Class format varies throughout the course. In some class sessions, there will be a lecture on specific topics. Other sessions will consist of live simulations, labs, in-class exercises, and discussions of a particular topic or venture ideas that students are developing. Guest speakers will also lead and participate in some class sessions.
Activity: Lecture
0.5 Course Units
MGMT 231 Entrepreneurial Venture Initiation
This advanced course on entrepreneurship focuses on developing a validated opportunity into a venture that is ready for seed financing and/or launching the product or service. Participants in the workshop must previously have developed a validated opportunity, either in a previous course or through independent efforts. Students may participate as a team of up to three people. Ideally, participants are committed to pursuing their opportunity commercially, or at least to seriously explore that possibility. The workshop provides a practical guidance for developing the product or service, forming the entity, raising capital, building the team, establishing partnerships, and sourcing professional services. After completing the course, you will be "pitch ready" - whether submitting to campus venture competitions or to outside investors. Most coursework is focused on applying concepts and frameworks to project tasks in developing the venture. Format: Readings, discussion, and developing an implementation plan for a real venture. Course usually offered in spring term
Also Offered As: MGMT 806
Prerequisites: MGMT 230 recommended.
Activity: Lecture
1.0 Course Unit

MGMT 233 Strategies and Practices of Family-Controlled Companies
This course is designed for those persons who desire to understand the distinct strategies and practices of family-controlled companies and family wealth creation. It will focus on stakeholder decision making; financial and resource driven options for long-run competitiveness, organizational structures, management team issues; strategic planning from a resource-based perspective; transition planning for the corporate entity, family dynamics and communication issues; and leadership empowerment. The course is intended for those who plan to consult or provide professional services to family-controlled companies and for those planning a career in a family firm. Format: The class is structured around topical lectures with frequent utilization of case studies. There will be in-class discussion, as well as on-site and off-site project work time.
Course usually offered in spring term
Also Offered As: MGMT 833
Prerequisite: NONE
Activity: Lecture
1.0 Course Unit

MGMT 237 Management of Technology
The course is designed to meet the needs of the future managers, entrepreneurs, consultants and investors who must analyze and develop business strategies in technology-based industries. The emphasis is on learning conceptual models and frameworks to help navigate the complexity and dynamism in such industries. This is not a course in new product development or in using information technology to improve business processes and offerings. We will take a perspective of both established and emerging firms competing through technological innovations, and study the key strategic drivers of value creation and appropriation in the context of business ecosystems.
Course usually offered in spring term
Prerequisites: MGMT 100, WH 101 and MGMT 101 this course is exclusively reserved for Management and Technology students.
Activity: Lecture
1.0 Course Unit

MGMT 238 Organizational Behavior
Management 238 is an organizational behavior course, examining individual, interpersonal, and group effectiveness at work. Topics range from decision-making, motivation, and personality to networks, influence, helping, leadership, teamwork, and organizational culture. The learning method is heavily experiential, with a focus on applying key principles to the human side of management in role-play exercises, simulations, a mini-TED talk, and group projects in local organizations. This course requires the instructor’s permission. Registration is by application only; Penn InTouch requests will not be processed. The link to the application form will be available on the Management Department’s website: https://mgmt.wharton.upenn.edu/programs/undergraduate. The deadline for applications is March 15, 2019 at 5 PM. Students will be notified by March 25, 2019 regarding the status of their application.
Activity: Lecture
1.0 Course Unit
Notes: This course is open to juniors and seniors across Penn. This course also has a first-day mandatory attendance policy.

MGMT 240 Group Dynamics
Open to all sophomores, juniors, and seniors. This course develops your knowledge and skills for designing, leading, and consulting with teams in organizations. The goals are to provide both the conceptual understanding and the behavioral skills required to improve team effectiveness. This course makes use of analytic and reflective writing, peer feedback and coaching, simulations, and an intensive field project with a real team in the Philadelphia area. There are four kinds of teams that are the focus of your study: teams of which you’ve been a member in the past; your 240 Team, with three or four other classmates; a team outside of 240 that your 240 Team will observe, analyze, and report on -- your Host Team; and a team you expect to be on in the future. The primary case material for applying course concepts (learned from readings and lectures) will be these teams you know from direct observation and experience. Expect to leave this course with new knowledge of how to diagnose and intervene – as leader, member, or consultant – to improve the performance sustainability, and impact on the members of any team. Prerequisite: Sophomore standing or above.
Activity: Lecture
1.0 Course Unit

Notes: This course is open to juniors and seniors across Penn. This course also has a first-day mandatory attendance policy.
**MGMT 241 Knowledge for Social Impact: Analyzing Current Issues & Approaches**

Recent technological changes have raised awareness of the magnitude and devastating long-term effects of poverty, food insecurity, limited and unequal access to education, and other social issues. Coupled with growing awareness of these issues is the emerging sense that traditional government programs and charities may be unable to solve these problems - at least, not alone. What may be needed are new strategies - strategies borne of (a) a deep understanding of the issues; (b) interdisciplinarity; and (c) access to business knowledge, frameworks, and resources. This course is designed to provide the information, strategies, examples, and analytical mindset to make students more rigorous, insightful, and effective in analyzing social ills and crafting potential solutions. Together, a cross-disciplinary group of undergraduate students, including students in Wharton, the College, and other Penn Schools, will examine the nature and extent of two pressing social problems - food insecurity and barriers to post-secondary education - and current approaches to solving these problems. After an introduction to the social impact landscape and review of frameworks and tools for social impact, we will meet with researchers, business leaders, and non-profit leaders to learn what’s not working, what is working, and what might work even better.

Taught by: Klein, Katherine
Activity: Lecture
1.0 Course Unit

**MGMT 242 Corporate Governance, Executive Compensation and the Board**

This course examines the relationships between corporate managers, the boards of directors charged with overseeing them, and investors. We'll review the responsibilities of the board, including financial statement approval, CEO performance assessment, executive compensation, and succession planning. While boards are legally bound to represent the interests of equity investors, in the course of carrying out this role they are often called on to respond to the needs of numerous other stakeholders, including customers, employees, government and society at large. With global brands at risk and mistakes instantly transmitted via Internet and social media, the reputational stakes are very high. The course is a combination of lecture, guest lecture, discussion, case analysis, and in-class research workshops. We will review some of the theory underlying modern governance practice, drawing from theories and evidence provided by research across diverse fields, including finance, sociology, and organization and management theory. We'll study specific situations where boards and management teams faced governance challenges, and assess the strategies used to deal with them. Finally, we'll examine the ways in which governance arrangements and external stakeholder involvement in governance affects corporate social behavior and global citizenship.

Prerequisites: MGMT 100, WH 101 and MGMT 101
Activity: Lecture
1.0 Course Unit

Notes: Classes will comprise of a combination of mini-lectures and case discussions. Students will be expected to participate fully in class discussions. Effective participation will require sufficient and informed preparation of cases and assigned readings in advance of each class.

**MGMT 243 Work and Technology: Choices and Outcomes**

This half-semester course is organized in two modules. The first module "Technology, Operations, and Strategy" takes an organizational-level look at the different ways human and social capital are deployed by firms under varying strategies and different production paradigms. In addition, we look at past and current approaches to automation and the diverse rationales, transactional modes, and consequences of outsourcing, particularly of technical labor. The second module "Technology and Managing People" examines how traditional practices of managing human and social capital are being transformed by new technologies that give managers new ways to enact control and new means to induce commitment, while also giving individuals with high levels of human capital ("talent") new sources of leverage in negotiating the employment contract (in both economic and psychological terms) and new opportunities for inter-firm mobility and skill acquisition.

Course not offered every year

Prerequisites: We anticipate that students will have taken the first-year required Wharton 101 (or its replacement course before taking this elective. Taking the core MGMT101 class, either before or together with this elective, will also be helpful in understanding how organizations either function in their environment and the context within which firms make strategic decisions.

Activity: Lecture
0.5 Course Units

Notes: Students will be evaluated on class participation, written work and group assignment.

**MGMT 248 How to be the Boss**

Despite the press accounts about the "gig" economy, the Bureau of Labor Statistics calculates that about 92 percent of the people working in the US are employees who are supervised by someone. That figure has remained roughly the same for decades. The term "supervisor" is sometimes used for the first-level of supervision in an organization, but in fact that role - and indeed the title ? goes all the way up to the very top of any employer organization. Even CEO's are the supervisor of their direct reports. When people talk about their "boss," they almost always are referring to the person who supervises them. Stepping into a supervisor position is challenging, exceptionally so the first time. That time comes relatively soon for Wharton grads. Undergrads pursuing consulting jobs typically find themselves supervising new hires by their third year, those working for corporations find themselves in those roles even sooner. Roughly three-quarters of our MBA students report that they had been required to supervise subordinates after college and before arriving here. In this class, we examine the role of the supervisor and the unique tasks associated with performing that role. We pay special attention to the unique challenges of taking on that role for the first time.

Course not offered every year

Activity: Lecture
0.5 Course Units
MGMT 249 Mergers and Acquisitions
This course explores the role of mergers and acquisitions and alternative methods of corporate development in advancing the strategies of operating businesses. Emphasis is on the way companies use acquisitions to alter business mixes; seize opportunities in new products, technologies, and markets; enhance competitive positioning; and adjust to changing economics, and promote value-creating growth. Although the course will emphasize strategic acquisitions, it also will explore leveraged buy-outs and hostile financial acquisitions as well as their influence on corporate buyers. Please note that you must fulfill the prerequisites in order to enroll in this class.
Prerequisites: MGMT 100 or WH 101 and MGMT 101
Activity: Lecture
1.0 Course Unit

MGMT 251 Consulting to Growth Companies
This course offers students a unique opportunity to develop consulting skills and entrepreneurial expertise by working as consultants to thriving entrepreneurial ventures in the Philadelphia area. This capstone course combines both fieldwork and class work and allows students to apply knowledge and skills acquired through other work to real-world issues that must be addressed by operating companies. An understanding of characteristics producing rapid entrepreneurial growth and skills related to effective communications and management of a business relationship are emphasized. Team term consulting assignment, lectures, case analysis, and small group discussions.
Course usually offered in fall term
Prerequisites: Junior or Senior Standing Recommended.
Activity: Lecture
1.0 Course Unit

MGMT 264 Venture Capital and Entrepreneurial Management
This course focuses on venture capital management issues in the context of a high-growth potential start-up company. The course is motivated by rapid increases in both the supply of and demand for private equity over the past two decades. The topic is addressed from two distinct perspectives: issues that relate to the demand for private equity and venture capital (the entrepreneur's perspective) on the one hand, and issues that relate to the supply of capital (the investor's perspective) on the other. As well, we will address management issues that relate to how the VC and the entrepreneur work together once an investment has been made, compensation issues, and governance issues in the privately held venture capital backed company. Format: Case/discussion format, supplemented by lectures and guest speakers. Requirements: Classroom participation, written case assignments, late midterm. Materials: Required Coursepack and supplemental recommended reading.
Course usually offered in fall term
Prerequisite: Junior or Senior Standing Recommended
Activity: Lecture
1.0 Course Unit

MGMT 265 Culture of Technology: Culture & Institutions of the Tech Sector--Bridging Research and Practice
Academics, students and practitioners alike are fascinated by the culture of tech sector - its people, practices, and organization. In this course we explore this sector using a combination of research papers, press coverage, and practitioner involvement. Each class session will be devoted to discussion of a single research article, during which we will be joined via state-of-the-art videoconferencing by a Wharton alum from the tech sector whose expertise is relevant to the paper topic. Therefore, the learning objectives half-credit course are to: 1) understand the managerial, organizational, and regional institutions that characterize the tech sector, with particular emphasis on the case of Silicon Valley 2) Bridge research and practice by critical analysis of academic research papers in conjunction with practitioner input 3) Forge connections with tech sector practitioners, particularly with our west coast alumni base.
Taught by: Vice Dean Lori Rosenkopf
Activity: Lecture
0.5 Course Units

MGMT 267 Entrepreneurship and Technological Innovation
This course will give you an overview of entrepreneurial development, especially within the realm of technical innovation. We will be concerned with content and process questions as well as with formulation and implementation issues that related to conceptualizing, developing and managing successful new ventures. The class serves as both a stand-alone one and as a preparatory course to a more in-depth venture implementation class (MGMT 231) as well as other classes in the domain of management and entrepreneurship. Management 267 will appeal to individuals who have a desire to become entrepreneurs at some stage of their career. Similarly, students who intend to work in the entrepreneurial ecosystem (such as in the venture capital industry) will benefit from the course.
Activity: Lecture
0.5 Course Units

MGMT 272 Power and Politics in Organizations
"If you want to test a (person's) character, give (him/her) power." These famous words articulate one of the many tensions of exercising power. Regardless of whether you have an appetite for power or disdain it, power and politics are likely to play an important role in your career. The purpose of this course is to introduce you to concepts that are useful for understanding, analyzing, and developing your political skill. But beyond discovering ways to extend your own power in organizations, we will also uncover lessons about ways in which power and politics can blind you, and how to navigate situations in which you are up against powerful people. Using a range of scholarly articles, cases, exercises, assessments and simulations, we will extract a variety of lessons relevant to your role in organizations. Topics include diagnosing power in organizations, building coalitions, change management, understanding networks, coping with intolerable bosses and incivility, and downsizing. Students will be expected to engage in field research for their coursework and final paper, and the course requires that students submit assignments for almost every class session. Organizations are inherently political arenas that require social astuteness, and an understanding of the "rules of the game." This course is designed for students aiming to develop their leadership, general management and career skills through a better understanding of power and politics, and relates to other courses on these topics in the Management department.
Activity: Lecture
0.5 Course Units
MGMT 276 Cultivating Judgment Skills: Forecasting in Business Politics
This course will explore the diverse ways in which scholars and practitioners have defined “good judgment.” And it will introduce students to practical tools for assessing and improving judgment, with special emphasis on probabilistic reasoning. Students will have the opportunity both to fine-tune their personal judgment skills as well as to master and then weave together insights from several bodies of scientific knowledge, including frequentist and Bayesian statistics, psychological work on judgment and choice, group dynamics, organizational behavior and political science (key concepts discussed in Tetlock’s (2015) book “Superforecasting”). We will focus on bottom-line accuracy in sizing up real world problems. Class work will be primarily exercises, including working as an individual and in teams. You will have opportunities to forecast on a wide range of political, business, and macro-economic questions, which we will use as feedback tools to help you calibrate your judgment. Assessments include a weekly concept test and a final group presentation aimed to help you improve your judgment. The goal is to launch you on the lifelong process of learning how much trust you should place in your judgments of trustworthiness. Finally, note this has been approved by the Curriculum Committee effective 11/11/15.
Activity: Lecture
1.0 Course Unit

MGMT 288 Managing and Competing in China
This course provides an examination of some of the largest business firms in the People’s Republic of China, acquainting students with the governance and management (both management structure and management teams) of some of the largest and best known Chinese firms. Students will also become acquainted with the capabilities and liabilities of Chinese firms and their strategic options. Tools needed to assess the investment potential of Chinese firms will be provided, and students will have an opportunity to do original research on issues of governance and management of Chinese firms.
Course usually offered in fall term
Also Offered As: MGMT 788
Activity: Lecture
1.0 Course Unit

MGMT 291 Negotiations
This course includes not only conflict resolution but techniques which help manage and even encourage the valuable aspects of conflict. The central issues of this course deal with understanding the behavior of individuals, groups, and organizations in conflict management situations. The purpose of this course is to understand the theory and processes of negotiations as it is practiced in a variety of settings. The course is designed to be relevant to the broad spectrum of problems that are faced by the manager and professional including management of multinationals, ethical issues, and alternative dispute resolutions. Cross listed w/ LGST 206 and OIDD 291.
Also Offered As: LGST 206, OIDD 291
Activity: Lecture
1.0 Course Unit

MGMT 292 Adv Topic Negotiation
See OIDD 292
Also Offered As: LGST 292, OIDD 292
Activity: Lecture
1.0 Course Unit

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Course usually offered in fall term
Also Offered As: MGMT 788
Activity: Lecture
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Also Offered As: LGST 206, OIDD 291
Activity: Lecture
1.0 Course Unit

MGMT 292 Adv Topic Negotiation
See OIDD 292
Also Offered As: LGST 292, OIDD 292
Activity: Lecture
1.0 Course Unit

MGMT 353 Wharton Field Challenge FLCP
Do you want to make a real difference in the lives of a student? Do you want to set kids on a path to becoming financially literate? Do you want to learn leadership skills in the classroom? Here at the Financial Literacy Community Project (FLCP) we are able to create an experience that achieves all three. We partner with various public schools around the West Philadelphia area and teach concepts integral to financial literacy. We teach a wide range of grades from middle school to high school, and work with students to help them learn how to be financially responsible. In addition to teaching in neighboring high schools, we also have group class meetings run by Professor Keith Weigelt on Mondays from 7:00 PM-8:30 PM. We learn about the disparity of wealth and how to best address it while also learning teaching techniques, classroom strategies, and overall basic financial literacy. A basic understanding of personal financial literacy is required.
Taught by: Weigelt and Staff.
Activity: Lecture
1.0 Course Unit

MGMT 399 Service Learn Client Proj
Activity: Lecture
0.5 Course Units

MGMT 418 India Startup Ecosystem
Also Offered As: OIDD 418
Activity: Lecture
0.5 Course Units

MGMT 610 Foundations of Teamwork and Leadership
MGMT 610 is the first core course in the MBA Program and it cannot be waived. The first week of the fall term (in August) is dedicated to this formative and foundational experience. This course focuses on developing students’ knowledge and skill set for teamwork and leadership. It is meant to be an intense immersion experience that draws strongly on the pedagogy of the Wharton Teamwork and Leadership Simulation, a team-based, highly interactive simulation that was custom-designed specifically to allow students to experience the core concepts they learn in this class. The three goals of this course are for students to learn: 1. Leadership behaviors: how to enact the skills that contribute to a team’s effective performance. 2. Team dynamics: how to be an effective team member, as well as how to best design work teams; 3. Organizational awareness: understanding organizational culture. Format: A custom-designed Wharton-only simulation is paired with course sessions to deliver a unique learning experience. Classes will include experiential learning combined with debriefings, lectures, readings, class discussion and personal and group performance feedback. This course reflects the realities that informal leadership occurs in teams on an ongoing basis, that being a good team player is a part of leadership, and that many of one’s early experiences with leadership will occur while working on teams. Because of the team-based nature of this course, and time intensive nature of this experience, attendance is mandatory for ALL five sessions of this class. NOTE: Credit-bearing, core coursework begins with the MGMT610: Foundations of Teamwork and Leadership course.
Activity: Lecture
0.5 Course Units
MGMT 611 Managing Established Enterprises
The management of large, established enterprises creates a range of multi-facet challenges for the general manager. A general manager needs to understand the internal workings of a firm, how to assess and create a strategy, and how to take into account increasing, globalization. While these issues are distinct, they are very much intertwined. As a result, this course will provide you with an integrated view of these challenges and show you that effective of an established enterprise requires a combination of insights drawn from economics, sociology, psychology and political economy.

Also Offered As: LAW 516
Activity: Lecture
1.0 Course Unit

MGMT 612 Management of Emerging Enterprises
Emerging enterprises, the focus in this course, are small, new, fast-growing organizations. Their founders and managers face multifaceted challenges: how to assess the competitive position of their business model and develop a strategy; how to develop the internal organizational structure, culture, and policies for selecting and managing employees; and how to pursue global opportunities. We cover these challenges in separate modules on strategy, human and social capital, and global issues. The human and social capital module covers classic management challenges of aligning interests of the individual and the organization; managing individual psychological needs and social influences; and developing employee capabilities that provide competitive advantage. Also covered are unique challenges that young organizations face, i.e. building an effective culture; recruiting, selecting, and retaining talent; building systematic approaches to motivating employees; coping with the stresses of rapid growth; and leveraging the benefits (and avoiding the liabilities) of the founder’s powerful imprint. The strategy module covers fundamental issues central to the competitiveness of the enterprise. Because the strategy field is broad, MGMT 612 emphasizes topics and frameworks that are most relevant for younger firms, such as innovation, disruption, managing resource constraints, and building capabilities. However, a key insight of the module is the importance of seeing the playing field from the perspective of the competition. Thus, by the end of this section, students will have a robust grounding in strategy that will allow them to succeed, whether their career path leads to a Fortune 100 firm or a garage start up. The global module covers the emerging firm’s decision about when (and whether) to internationalize. This decision must address which foreign markets to enter; the mode of entry; the sequence of moves to develop capabilities; what organizational form to choose; where to establish HQ; and how to adapt to the unique economic and institutional features of different markets. In all these issues, the emphasis is on how young, resource-constrained firms can position themselves profitably in globally competitive markets.

Activity: Lecture
1.0 Course Unit

MGMT 613 Managing the Enterprise
One-term course offered either term
Activity: Lecture
1.0 Course Unit

MGMT 624 Leading Diversity in Organizations
People in the workplace are constantly interacting with peers, managers, and customers with very different backgrounds and experiences. When harnessed effectively, these differences can be the catalyst for creative breakthroughs and the pathway to team and organizational learning and effectiveness; but when misunderstood, these differences can challenge employees’ values, performance, workplace relationships, and team effectiveness. This course is designed to help students navigate diverse organizational settings more effectively and improve their ability to work within and lead diverse teams and organizations. It also offers students the opportunity to develop their critical thinking on topics such as identity, relationships across difference, discrimination and bias, equality, and equity in organizations and society and how they relate to organizational issues of power, privilege, opportunity, inclusion, creativity and innovation and organizational effectiveness. Class sessions will be experiential and discussion-based. Readings, self-reflection, guest speakers from organizations, case studies and a final project will also be emphasized. By the end of this course, you should be able to: 1) Evaluate the aspects of your identity and personal experiences that shape how you interact and engage with others and how they interact and engage with you in organizations 2) Explain how issues of power, privilege, discrimination, bias, equality, and equity influence opportunity and effectiveness in organizations 3) Propose ways to make relationships across difference in organizations more effective 4) Describe current perspectives on the relationships among diversity, inclusion, creativity, and innovation in organizations 5) Analyze a company’s current approach to leading diversity and use content from this course to propose ways to enhance learning and effectiveness in that company.

Course not offered every year
Activity: Lecture
0.5 Course Units

MGMT 625 Corporate Governance, Executive Compensation and the Board
This course examines the relationships between corporate managers, the boards of directors charged with overseeing them, and investors. We’ll review the responsibilities of the board, including financial statement approval, CEO performance assessment, executive compensation, and succession planning. While boards are legally bound to represent the interests of equity investors, in the course of carrying out this role they are often called on to respond to the needs of numerous other stakeholders, including customers, employees, government and society at large. With global brands at risk and mistakes instantly transmitted via Internet and social media, the reputational stakes are very high. The course is a combination of lecture, guest lecture, discussion, case analysis and in-class research workshops. We will review some of the theory underlying modern governance practice, drawing from theories and evidence provided by research across diverse fields, including finance, sociology, and organization and management theory. We’ll study specific situations where boards and management teams faced governance challenges, and assess the strategies used to deal with them. Finally, we’ll examine the ways in which governance arrangements and external stakeholder involvement in governance affects corporate social behavior and global citizenship.

Taught by: Mary-Hunter McDonnell
Activity: Lecture
0.5 Course Units
MGMT 653 Field Application Project
FAP is an experiential-based course where learning is done outside of the classroom. It is unique in its lack of a classroom setting all meetings take place in a professor’s office in small teams of 4 to 6 students. Teams are faced with real-time issues of outside organizations and work with faculty and host managers to construct innovative solutions. Solutions are integrative and cross-functional in nature. We encourage creative thinking giving students wide access to what we call “area of expertise” faculty. Depending on the project scope we help students arrange meetings with professors who are experts in their field. Host organizations range from large multinational firms to start-ups. A significant percentage of the projects are non-profits and organizations focused on social causes. Format: Teams (4-6 members) meet with faculty on a weekly basis (30-45 minutes). There are also 3-5 meetings with host managers. In addition to meeting with a faculty Head, students are given access to “area of expertise” faculty. These faculty members are chosen based on their specific expertise. The final deliverable consists of an oral presentation and a written document. Requirements: Weekly team meetings with faculty project head and a final PowerPoint report and presentation. Course usually offered in spring term
Prerequisites: None.
Activity: Lecture
1.0 Course Unit

MGMT 671 Executive Leadership
Leaders mobilize resources toward valued goals. In this course, the focus is on growing the student’s capacity as a leader in all parts of life. The purpose is to learn practical and customized lessons about how to improve performance and results at work, at home, in the community, and in the private self (mind, body, spirit) by finding mutual value among these four domains. The core idea is that leadership is about making a difference in all aspects of one’s life. This course offers students the opportunity to practice the skills needed to do so, now and in the future. Students learn and apply key leadership principles and actively explore what it means for them to be real (to act with authenticity by clarifying what’s important), to be whole (to act with integrity by respecting the whole person), and to be innovative (to act with creativity by experimenting with how things get done). Please visit www.totalleadership.org to learn more. This course is only available to Wharton MBA students. Course usually offered in spring term
Activity: Lecture
1.0 Course Unit

MGMT 690 Mang Decsn Making
See OIDD 690. This is a cross-listed course with OIDD 690.
Also Offered As: OIDD 690
Activity: Lecture
1.0 Course Unit

MGMT 691 Negotiations
This course examines the art and science of negotiation. This course develops managerial skills by combining lectures with practice, using exercises where students negotiate with each other. Over the course of the semester, students will engage in a number of simulated negotiations ranging from simple one issue transactions to multi-party joint ventures. Through these exercises and associated readings, students explore the basic theoretical models of bargaining and have an opportunity to test and improve their negotiation skills. Cross-listed with LGST 806 and OIDD 691.
Also Offered As: LAW 518, LGST 806, OIDD 691
Activity: Lecture
1.0 Course Unit
MGMT 712 Managing Strategic Partnerships
This course explores the management of strategic partnerships between firms, which have surged in recent years in response to globalization, technological evolution, deregulation, shortened product life cycles, and intensified competition. Today's alliances drive corporate growth and change, and vary greatly in terms of partner type, commitment, equity investment, degree of control, between scale, and scope. They range from bilateral arrangements to ecosystems to outsourcing, often blurring traditional organizational boundaries and leading to the creation of globally distributed enterprises. In view of these contemporary developments, the objectives of the course are two-fold: (1) to arm you with a set of tools to facilitate the selection of an appropriate alliance strategy in a given situation; and, (2) to provide you with frameworks to help the initiate and implement different kinds of partnerships. The emphasis lies on strategic and organizational aspects in the formation and management of these transactions, rather than financial considerations. Alternative growth strategies to strategic alliances (e.g., acquisitions), the impact of these partnerships on competition within an industry, and regulatory constraints will also be discussed. In terms of its pedagogical approach, this is designed to be an interactive, applied, case-based course with accompanying conceptual readings to help structure your thinking. Given the nature of the course, we will also apply the lessons from the cases to understand the challenges and implications of relevant recent and on-going deals. In addition, guest speakers with experience in investment banking, consulting, and industry will be invited to share their perspectives. A group project is intended to give you the opportunity to apply your learning from the course to a context that is most interesting and relevant to you.
Course not offered every year
Prerequisite: MGMT 611 or MGMT 612
Activity: Lecture
0.5 Course Units

MGMT 714 Value Creation and Value Capture in American Business History
This course examines how the kind of firms in which most Wharton students will spend the next stage of their careers came to be as they are today. At a superficial level, the course's objectives are descriptive and narrative. Its deeper purpose is to give students some idea of how to think about the future evolution of firms and industries. The course will discuss the historical development of the business enterprise as an institution. It will also cover the evolution of competition and strategy and of corporate finance. The focus will be on American developments, since many of the innovations took place here, but there is scope for comparison with institutions in Japan and the leading European economies if there is student interest. The course considers issues arising in number of different management disciplines and shows off their interrelationships. In terms of the Wharton curriculum and of recent research, strategy issues, and in particular the set of issues concerning how value can be created and captured at the enterprise level, are a running theme. Format: There will be occasional lecturing but this is principally a discussion course. The readings are predominantly primary source documents, sprinkled when helpful by background notes from the instructor, with occasional readings from secondary sources. Evaluation is based on class participation, weekly brief written responses to the readings, and a term paper, with the great bulk of the grade weight on the last of these.
Taught by: Raff.
Also Offered As: MGMT 225
Prerequisite: MGMT 611 or MGMT 612
Activity: Lecture
1.0 Course Unit

MGMT 715 Political Environment of the Multinational Firm
All successful firms go global. This course provides a broad introduction to international business. You will learn about who loses and who gains from trade, what are the effects of tariffs and non-tariff barriers, the World Trade Organization (WTO), regional trading blocs, and NAFTA. The course then turns to the international financial architecture, focusing on exchange rate risk. We then move to multinational firm strategies, including a discussion of the reasons for why firms choose to do business globally through trade or FDI, international tax strategy, joint ventures, technology transfer, different ways to be a multinational firm, and ethical dilemmas. The class is a mix of lectures and cases that allow students to synthesize the extensive materials on multinational management, international institutions, economic policies, and politics with a goal towards formulating multinational firm strategy.
Activity: Lecture
0.5 Course Units

MGMT 717 Deals: The Economic Structure of Transacting and Contracting
This course focuses on the role of professionals, including lawyers of all types (corporate, tax, securities, etc.), direct private equity investors, corporate business development officers, and investment bankers, in creating value through transaction engineering. The overall goal of the course is to explain how private parties order their commercial interactions, to develop a theory of how they ought to do this, and to gain a thorough understanding of how business deals are actually done. The first half of the course will be devoted to impediments to transacting, including asymmetric information, difficulties intrinsic to contracting over time, enforceability, and various forms of strategic behavior, and to a variety of possible responses rooted in decision theory, option theory, risk management, and incentive alignment. In this first part, student teams also will follow the development of some current deals and give brief in-class presentations about them. In the second half of the course, (differently composed) student teams will apply the tools developed in the first half to the fine details of a series of real transactions. Each team will be assigned to a recently completed transaction and given access to the original documents implementing their deal. Each deal will get three classes. In the first, the instructors will present some background. In the second, the student teams will present their transaction to the class, focusing on how the transaction was structured and the advantages and disadvantages of that structure. In the third session, one or more of the parties who worked on the transaction will present the deal from the participant perspective and take questions from the class. The requirements for the class are regular attendance, active participation in class discussions, and completion of some homework assignments, the two group projects, and an individual paper. The course meets jointly with an upper-class Law School and LLM course. Wharton enrollment will be restricted this year to 25 MBA students. In the event that the course is oversubscribed, students will be admitted from the waiting list only if other students drop the course. If this happens, it usually happens fairly early on. Priority for admission in these circumstances will go to students who have attended the class from the beginning.
Prerequisites: There are no prerequisites for this course.
Activity: Lecture
1.0 Course Unit
corporate buyers. Please note that you must fulfill the prerequisites in buy-outs and hostile financial acquisitions as well as their influence on course will emphasize strategic acquisitions, it also will explore leveraged changing economics, and promote value-creating growth. Although the technologies and markets; enhance competitive positioning; adjust to acquisitions to alter business mixes; seize opportunities in new products, of operating business. Emphasis is on the way companies use methods of corporate development in advancing the strategies in emerging markets. Firms must also focus on continual improvement in their stakeholder engagement, reinforcing their actions with strategic communications and via organizational culture. The course will give students a combination of practical tools and the latest academic thinking in the emerging field of corporate diplomacy.

Taught by: Witold Henisz
Prerequisites: There are no formal prerequisites but participants should be able to contribute some individual expertise from previous coursework, training, and work experience and will, at other times, rely heavily on their peers to summarize and introduce key concepts and perspectives from other disciplines, industries or countries with which they may be less familiar.

Activity: Lecture
1.0 Course Unit

MGMT 721 Corporate Development: Mergers and Acquisitions
This course explores the role of mergers and acquisitions and alternative methods of corporate development in advancing the strategies of operating business. Emphasis is on the way companies use acquisitions to alter business mixes; seize opportunities in new products, technologies and markets; enhance competitive positioning; adjust to changing economics, and promote value-creating growth. Although the course will emphasize strategic acquisitions, it also will explore leveraged buy-outs and hostile financial acquisitions as well as their influence on corporate buyers. Please note that you must fulfill the prerequisites in order to enroll in this class.
Prerequisite: MGMT 611 or MGMT 612
Activity: Lecture
1.0 Course Unit

MGMT 729 Intellectual Property Strategy for the Innovation-Driven Enterprise
Announcing the first iPhone at Macworld 2007, Apple CEO Steve Jobs famously boasted: "And boy, have we patented it!" How, and to what extent, do patents and intellectual property really provide competitive advantage for innovative technology companies? What makes an IP asset strategically powerful? How do patents impact, and even drive, major corporate decisions including M&A, venture funding and exits, and entry into new markets? In this course, students will learn to critically analyze and answer these questions, gaining insights they can leverage in their future roles as innovation industry executives, entrepreneurs, strategist and investors. This course is cross-listed with LGST 729/MGMT229. The course includes three major units. In Unit 1, Patents and Innovation Value, we examine closely the relationship between competitive advantage, value proposition, and intellectual property (particularly patents). We will apply our understanding of that relationship to critique and sharpen patent strategy to protect examples of cutting-edge technologies. In Unit 2, Patent Leverage and the Corporate Playbook, we study theory and examples of how intellectual property leverage strategically informs corporate transactions and decisions, for established companies as well as for start-ups. In unit 3, Limits and Alternatives to Patents, we confront the recent legal trend toward reigning in the power and scope of patents. We also consider the growing importance of data as a proprietary technology asset, and discuss options for adapting intellectual property strategy appropriately. Throughout, students will learn and practice applying the concepts we learn to decision-making in examples based on innovative real-world technologies and businesses.
Also Offered As: LGST 729, MGMT 229
Activity: Lecture
0.5 Course Units

MGMT 731 Technology Strategy
The course is designed to meet the needs of future managers, entrepreneurs, consultants and investors who must analyze and develop business strategies in technology-based industries. The emphasis is on learning conceptual models and frameworks to help navigate the complexity and dynamism in such industries. This is not a course in new product development or in using information technology to improve business processes and offerings. We will take a perspective of both established and emerging firms competing through technological innovations, and study the key strategic drivers of value creation and appropriation in the context of business ecosystems. The course uses a combination of cases, simulation and readings. The cases are drawn primarily from technology-based industries. Note, however, that the case discussions are mainly based on strategic (not technical) issues. Hence, a technical background is not required for fruitful participation.
Activity: Lecture
0.5 Course Units
MGMT 740 Leading Effective Teams
This course develops your knowledge and skills for designing, leading, and consulting with teams in organizations. The goals are to provide both the conceptual understanding and the behavioral skills required to improve effectiveness. This course emphasizes class participation, readings, analytic and reflective writing, assessments, peer feedback and coaching, lectures simulations and an intensive field project. with a real team in the Philadelphia area. Four kinds of teams are the focus of study: teams of which you've been a member in the past; your 740 team, with three or four classmates; a team outside of 740 that your 740 Team will observe, analyze, and report on -- your Host Team; and a team that you expect to be on in the future. The case material for learning and applying course concepts will be these teams that you know from direct observation and experience. Expect to leave this course with new knowledge of how to diagnose and intervene - as leader, member, or consultant - to improve the performance, sustainability, and impact on the members of any team in any setting. The text is by J. Richard Hackman, Leading Teams (Harvard Business).
Prerequisite: MGMT 610
Activity: Lecture
0.5 Course Units

MGMT 751 Strategic Management of Human Assets
Successful firms often excel in the capability of employing and deploying human assets (resources) to achieve the effective implementation of business strategy. To understand this capability, this course will address two central themes: 1) How to think systematically and strategically about various aspects of managing the organization's human assets; and 2) What really needs to be done to implement these policies and achieve competitive advantage. In order to think "systematically" about this topic for any particular organization, we will consider the bundles of work practices and human resources processes that make up the overall system for managing people and evaluate whether these are internally consistent and aligned ("internal fit"). To think "strategically," we will then assess the relationship between practices/ processes of managing people and the firm's strategy and strategic context, e.g. industry structure, competitive landscape, political, social, and economic environment -- for evidence of external fit. By paying attention to implementation, we will recognize that although many organizations recognize the importance of managing the workforce effectively (and even "know" what approaches have been effective elsewhere), firms and managers very often fail to implement these approaches. The course is organized in four sections: 1) Setting out basic frameworks for viewing the strategic management of human assets as a source of competitive advantage for firms; 2) Comparing and contrasting four different approaches to organizing human assets: "Control", "Commitment" model, "Talent" model, and "Collaborative"; 3) Addressing the "make" vs. "buy" decision for human assets, i.e. when to upgrade the internal skills of existing employees (including promotion from within) in order to boost capabilities and compete in new areas vs. when to hire people who already have the necessary skills, via external hires and/or hiring individuals on contract; and 4) Analyzing the relationships among culture, HR systems, and organization change when faced with strategic shifts; leadership crises; rapid growth, and global expansion. The strategic management of human assets is only one source of competitive advantage. Yet many managers recognize (and many successful organizations embody) the reality that the competitive edge gained from the newest technology, the latest marketing strategy, or the most creative product design may be relatively short-lived as competitors rush to imitate and follow. Aligning human resource systems with business strategy is not easy, but once achieved, it seems to offer a more sustainable - because more unique and difficult to imitate - source of competitive advantage.
Prerequisites: MGMT 611 or MGMT 612.
Activity: Lecture
0.5 Course Units
MGMT 765 Venture Capital and Entrepreneurial Management: Practices and Institutions of Silicon Valley
This elective half-semester course will highlight venture capital and entrepreneurship in general and will explore selected aspects of this industry, including: industry trends and dynamics in Silicon Valley and the South of Market area (SOMA) of San Francisco; the recent emergence of alternative sources of startup financing, including incubators/accelerators and crowdfunding platforms, angel groups and stage-agnostic institutional investors; business and operational aspects of early stage companies in transition to mezzanine-level stages of growth; and company “exits,” including both initial public offerings and merger/sale transactions. MGMT765 and MGMT804 cover separate issues within the same general industry and are not redundant. This course addresses issues faced by later stage VC backed firms, while MGMT804 centers on early stage, pre-revenue startups. The format of this course relies heavily on site visits and recognized leaders within the Bay Area to bring forth on-the-ground perspectives of a changing and important industry. While MGMT804 is not a prerequisite, the two courses are complementary.
Prerequisite: MGMT 801 recommended
Activity: Lecture
0.5 Course Units
Notes: Requirements: Individual participation in lectures, discussions, and company visits, student presentations, and final paper.

MGMT 772 Power and Politics in Organizations
"If you want to test a (person’s) character, give (him/her) power." These famous words articulate one of the many tensions of exercising power. Regardless of whether you have an appetite for power or disdain it, power and politics are likely to play an important role in your career. The purpose of this course is to introduce you to concepts that are useful for understanding, analyzing, and developing your political skill. But beyond discovering ways to extend your own power in organizations, we will also uncover lessons about ways in which power and politics can blind you, and how to navigate situations in which you are up against powerful people. Using a range of scholarly articles, cases, exercises, assessments and simulations, we will extract a variety of lessons relevant to your role in organizations. Topics include diagnosing power in organizations, building coalitions, change management, understanding networks, coping with intolerable bosses and incivility, and downsizing. Students will be expected to engage in field research for their coursework and final paper, and the course requires that students submit assignments for almost every class session. Thematically, this course highlights how your relationships with organizational stakeholders and an understanding of the organizational context are crucial to successfully navigating the political terrain of organizations. Organizations are inherently political arenas that require social astuteness, and an understanding of the "rules of the game." This course is designed for students aiming to develop their leadership, general management and career skills through a better understanding of power and politics, and relates to other courses on these topics in the Management department.
Activity: Lecture
0.5 Course Units

MGMT 773 Managing Organizational Change
During the last decade it has become clear that in the global economy, firms must constantly adapt to changing technological, competitive, demographic and other environmental conditions in order to survive and prosper. The importance of acquiring the knowledge and tools for changing organizations successfully cannot be overemphasized (particularly for students headed for consulting and general management careers, although not limited to them). This course focuses on specific concepts, theories and tools that can guide executives entrusted with the task of leading organizational change to successful execution. Among other topics, the course will focus on various change strategies such as leading change, managing cultural change, and mergers/acquisitions, corporate transformation, managing growth, building the customer centric organization, business process outsourcing both from client and provider perspectives, and managing radical organizational change. The perspective of the course is integrative and the focus is on successful execution.
Prerequisites: MGMT 611 or MGMT 612.
Activity: Lecture
1.0 Course Unit

MGMT 782 Strategic Implementation
This course is focuses on strategy in practice, with the objective to explore important strategic topics and tools relevant to managers. We will discuss four broad areas: 1) strategy and business model development for single and multi-business companies, 2) strategic failure and change, 3) analytics and data science in strategic decision making, and 4) corporate ownership and strategy.
Taught by: Professor Claudine Gartenberg
Prerequisite: MGMT 611 or MGMT 612
Activity: Lecture
1.0 Course Unit

MGMT 784 Managerial Economics and Game Theory
The purpose of this course is to develop students’ abilities to apply game theory to decision making. Development of the tools of game theory and the application of those tools is emphasized. Game theory has become an important tool for managers and consultants in analyzing and implementing tactical as well as strategic actions. This course will primarily focus on examples useful for developing competitive strategy in the private sector (pricing and product strategy, capacity choices, contracting and negotiating, signaling and bluffing, takeover strategy, etc.). Game theory can also be used to address problems relevant to a firm’s organizational strategy (e.g., internal incentives and information flow within a firm) and to a firm’s non-market environment (e.g., strategic trade policies, litigation and regulation strategy).
Prerequisites: (Intermediate microeconomics) or equivalent. It is expected that the student has been introduced to some basic game theory. There will be a quick review of the basics and some recommended supplemental readings for those who have little or no background in game theory.
Activity: Lecture
0.5 Course Units
MGMT 788 Managing and Competing in China
The business environment in China is characterized by both uncertainty and complexity. On the one hand, it is changing fast; on the other hand, it is influenced by deep-rooted political, economic, and cultural forces that exhibit tremendous inertia. This course will help students—as potential managers, entrepreneurs, and investors—gain the knowledge and analytical skills necessary to compete effectively in China. We will discuss various types of firms in the Chinese economy—from large state-owned enterprises (SOEs) to newly minted Internet giants, from prominent multinational companies (MNCs) to virtually anonymous local suppliers—and the unique institutions in which these firms operate. Such discussions will also help managers whose firms compete or collaborate with Chinese firms on the global stage. We will use a combination of lectures, cases, debates, and role play in class. You will also have the opportunity to apply your learning to real business scenarios.
Also Offered As: MGMT 288
Activity: Lecture
1.0 Course Unit

MGMT 793 People Analytics
This course examines the use of data to improve how people are managed within organizations. Recent years have seen a growing movement to bring more science to how we manage people. In some cases, that means ensuring that whatever practices and approaches we adopt are backed up by solid evidence as to their effectiveness. Often, organizations will seek to go further, analyzing their own data to identify problems and learn what is working and what is not in their own context. This course applies the insights of the people analytics movement to help students become better managers and more critical analysts within their organizations. The course aims to develop students in three specific ways. First, it provides students with an up-to-the-minute grounding in current evidence about managing people, providing a knowledge base that can ensure that their future management, allowing them to make the most of the analysis available to them as they make people decisions. Third, it provides guidance and practice in conducting people analytics, preparing students to gather data of their own, and making them more skilled analysts. The course addresses these topics through a mixture of lecture, case discussion, and hands on exploration of a variety of data sets.
Also Offered As: OIDD 793
Activity: Lecture
0.5 Course Units

MGMT 794 Understanding Careers and Executive Labor Markets
This course examines the structure of executive careers in order to help understand how those careers can be managed most effectively. By drawing on extensive economic, sociological and psychological research on careers, we will examine such questions as when executives should move on to the next job or even change fields altogether, and what are effective means of finding jobs, achieving promotions, managing networks, and achieving work-life balance. The first few sessions of the course explore the basic building blocks of the career, outlining our knowledge on the different orientations that individuals take to their careers, how approaches to the career change as people get older, and how different kinds of job moves within and across firms advance careers. The second part of the course explores in more detail the social resources that affect careers, notably social networks and relationships with mentors. The third section of the course then examines a number of the most important and difficult issues affecting modern careers, including making successful transitions, the effects of gender on careers, work-life balance, and international careers. Format: The course is structured around a combination of academic research, cases, guest speakers, and examples and exercises. A project encourages the students to compare their own plans for their careers with the careers that have been experienced by older executives.
Prerequisites: There are no prerequisites for this course.
Activity: Lecture
0.5 Course Units

MGMT 801 Entrepreneurship
MGMT 801 is the foundation course in the Entrepreneurial Management program. The purpose of this course is to explore the many dimensions of new venture creation and growth. While most of the examples in class will be drawn from new venture formation, the principles also apply to entrepreneurship in corporate settings and to non-profit entrepreneurship. We will be concerned with content and process questions as well as with formulation and implementation issues that relate to conceptualizing, developing, and managing successful new ventures. The emphasis in this course is on applying and synthesizing concepts and techniques from functional areas of strategic management, finance, accounting, managerial economics, marketing, operations management, and organizational behavior in the context of new venture development. The class serves as both a stand alone class and as a preparatory course to those interested in writing and venture implementation (the subject of the semester-long course, MGMT 806). Format: Lectures and case discussions
Requirements: Class participation, interim assignments, final project
Prerequisites: Wharton MBA students only.
Activity: Lecture
0.5 Course Units
MGMT 802 Change, Innovation & Entrepreneurship

Designed for students with a serious interest in entrepreneurship, this course will provide you with an advanced theoretical foundation and a set of practical tools for the management of startups and entrepreneurial teams in fast-changing and innovative environments. Building on the skills of MGMT 801, every class session is built around an experience where you have to put learning into practice, including the award-winning Looking Glass simulation, role-playing exercises, and a variety of other games and simulations. The goal is to constantly challenge you to deal with entrepreneurial or innovative experiences, as you learn to navigate complex and changing environments on the fly, applying what you learned to a variety of scenarios. MGMT 802 is built to be challenging and will require a desire to deal with ambiguous and shifting circumstances. Format: Lectures, discussions, role-playing exercises, and simulations. Prerequisites: MGMT 801 strongly recommended. Activity: Lecture. 0.5 Course Units

MGMT 804 Venture Capital and Entrepreneurial Management

This elective half-semester course focuses on venture capital management issues in the context of the typical high-growth potential early stage start-up company. The course is fundamentally pragmatic in its outlook. It will cover seven principal areas relevant to the privately held high-growth start-up which include: commentary on the venture capital industry generally, as well as a discussion of the typical venture fund structure and related venture capital objectives and investment strategies; common organizational issues encountered in the formation of a venture backed start-up, including issues relating to initial capitalization, intellectual property and early stage equity arrangements; valuation methodologies that form the basis of the negotiation between the entrepreneur and the venture capitalist in anticipation of a venture investment; the challenges of fundraising, financing strategies and the importance of the business plan and the typical dynamics that play out between VC and entrepreneur; typical investment terms found in the term sheet and the dynamics of negotiation between the entrepreneur and the venture capitalist; compensation practices in a venture capital backed company; and corporate governance in the context of a privately-held, venture capital-backed start-up company and the typical dynamics that play out between VC and entrepreneur in an insider-led, "down round" financing. Requirements: Classroom participation, weekly case assignments, and final exam. Format: Lecture, case studies, class participation, weekly case assignments, and final exam. Prerequisite: MGMT 801 recommended. Activity: Lecture. 0.5 Course Units

MGMT 806 Venture Implementation

This advanced course on entrepreneurship focuses on developing a validated opportunity or concept into a venture that is ready for seed financing and/or launching the product or service. Participants in this course must previously have developed a validated opportunity, either in a previous course or through independent efforts. Students may participate as a team of up to three people. Ideally, participants are committed to pursuing their opportunity commercially, or at least to seriously explore that possibility. The course provides a practical guidance for developing the product or service, forming the entity, raising capital building the team, establishing partnerships, and sourcing professional services. After completing the course, you will be "pitch ready" - whether submitting to campus venture competitions or to outside investors. Most coursework is focused on applying concepts and frameworks to project tasks in developing the venture. Students must have successfully completed MGMT 801 before enrolling in this course. Students must have successfully completed MGMT 801 before enrolling in this course. Format: Highly interactive Requirements: Class participation, interim assignments. Also Offered As: MGMT 231. Prerequisite: MGMT 801 REQUIRED. Activity: Lecture. 1.0 Course Unit

MGMT 809 Private Equity in Emerging Markets

The course investigates the private equity industry in emerging markets. The goal of the course is to give students a realistic understanding of the roles, responsibilities and analytical skills required of market practitioners, as well as the tensions that arise between various stakeholders, including government officials, investors, entrepreneurs, and the press. The underlying premise is that private equity in those countries has evolved as a distinctly different asset class from private equity in industrialized countries in areas such as valuations, governance, structure, contract enforcement and regulatory transparency. The course will require high level of preparation and class participation. Classes will be a mix of guest speakers from the industry and business cases, to provide students with a practical grasp of the private equity industry and the particular issues involved with how the business works in emerging markets. Cases will highlight the challenges and tasks at each stage of the investment cycle, such as structuring a new fund, originating new deals, conducting due diligence, creating value and monitoring performance of portfolio companies, and exiting. Prerequisites: Completion or waiver of FNCE 601. Activity: Lecture. 0.5 Course Units

MGMT 811 Entrepreneurship Through Acquisition

MGMT 811 focuses on the theoretical, strategic, analytics, and practical issues of acquiring a business. Topics include: locating a business, due diligence, reviewing and analyzing data, valuation, raising capital/financing the deal, structuring the acquisition, letters of intent, contracts/asset purchase agreements, and integrating the target. Format: The class consists of lectures, in-class discussions of caselets, assigned readings, homework problems, and a group or individual project. Prerequisites: MGMT 801 recommended. Activity: Lecture. 0.5 Course Units
MGMT 812 Social Entrepreneurship
This is a course on creating a business to attack a social problem and thereby accomplish both social impact and financial sustainability. For this course, social entrepreneurship is defined as entrepreneurship used to profitably confront social problems. This definition therefore views social entrepreneurship as a distinct alternative to public sector initiatives. The basic thesis is that many social problems, if looked at through an entrepreneurial lens, create opportunity for someone to launch a venture that generates profits by alleviating that social problem. This sets in motion a virtuous cycle - the entrepreneur is incented to generate more profits and in so doing, the more the profits made, the more the problem is alleviated. Even if it is not possible to eventually create a profit-making enterprise, the process of striving to do so can lead to a resource-lean not-for-profit entity. Creating a profitable social entrepreneurship venture is by no means a simple challenge. Cross-listed with MGMT 212.
Course usually offered in fall term
Also Offered As: MGMT 212
Activity: Lecture
0.5 Course Units

MGMT 815 Sports Business Management
See LGST 809.
Also Offered As: LGST 809
Activity: Lecture
1.0 Course Unit

MGMT 816 Building Human Assets in Entrepreneurial Ventures
The success of entrepreneurial endeavors depends, even more so than in larger more bureaucratic organizations, on the ability to locate and manage talent effectively. Specifically, on the need to find the right people and keep them engaged in working on the organization's goals. We focus in this course on leading, building, and maintaining human assets in start-up and small, growing operations. The course is designed with several key components, these are: conceptual and practical readings relevant to the topic; case studies illustrating key concepts and issues; lecture on practical application and examples; and lastly every class will also feature a presentation by and conversation with an outside expert whose work is relevant to guiding or advising start-ups and fast-growing small firms. We will focus on the following objectives: identifying the talent needed to initiate and sustain an entrepreneurial endeavor; structuring human resource policies and corporate culture to prepare for and facilitate firm growth; assessing the human aspects of valuing entrepreneurial companies; and responding to conflict and organizational threats within nascent firms. This course will apply recent research from strategic human resource management, personnel economics and organizational behavior to the practical issues of building and managing human assets in new ventures. Format: Case discussion, guest speakers and lectures, active class participation, final project
Prerequisites: MBA students only.
Activity: Lecture
0.5 Course Units

MGMT 833 Strategies and Practices of Family-controlled Companies
This course is designed for those persons who desire to understand the distinct strategies and practices of family-controlled companies and family wealth creation. It will focus on stakeholder decision making; financial and resource driven options for long-run competitiveness, organizational structures, management team issues; strategic planning from a resource-based perspective; transition planning for the corporate entity, family dynamics, communication issues; and leadership empowerment. The course is intended for those who plan to consult or provide professional services to family-controlled companies and for those planning a career in a family firm. The class is structured around topical lectures with frequent utilization of case studies requiring active class participation, as well as on-site and off-site project work time. Submission of several written case studies, and a term project are required.
Also Offered As: MGMT 233
Prerequisites: Open to Wharton MBA and Penn graduate students
Activity: Lecture
1.0 Course Unit

MGMT 871 Advanced Global Strategy
This class is designed to develop world class, globally-minded managers. Many of the most important business issues of today are global in nature. Both "macro" phenomena (e.g. nationalism, protectionism, demographic change) and "micro" trends (e.g. competition within and from emerging markets, distributed talent and innovation, digitization and automation) are inherently international issues. They require firms and managers to think, innovate, and organize globally. This class offers a comprehensive set of tools to evaluate opportunities and challenges in global markets, to leverage cross-country differences to enhance innovation and performance, to manage the complexities of a business spread across multiple countries, and to win against foreign rivals. The course will focus on both the formulation and execution of global strategy, with a heavy emphasis on current events and hands on activities. Sample topics include: Quantifying opportunities and risks of foreign investments; Formulating and executing strategies that balance local responsiveness, global efficiency, and innovation; Evaluating and executing cross-border M & A and partnerships; Exploiting differences across countries to enhance innovation while protecting intellectual property; Managing organizational structure, culture, and people in multinational organizations; Structuring and managing cross-national and cross-cultural teams; Developing a global mindset among managers and employees. This course builds on the global management portion of MGMT 611 or MGMT 612, but taking those classes is not a prerequisite for MGMT 871.
Activity: Lecture
0.5 Course Units

MGMT 891 Advanced Study Project - Strategic Management
One-term course offered either term
Also Offered As: MGMT 391
Activity: Independent Study
0.25 Course Units
MGMT 892 Advanced Study Project - Collaborative Innovation Program

Business success is increasingly driven by a firm's ability to create and capture value through innovation. Thus, the processes used by firms to develop innovations, the choices they make regarding how to commercialize their innovations, the changes they make to their business models to adapt to the dynamic environment, and the strategies they use to position and build a dominate competitive position are important issues facing firms. In MGMT. 892, you will learn to address these issues through an action learning approach. MGMT. 892 is a 1.0-credit course conducted in the spirit of an independent study. By working on consulting projects for leading global companies, you will develop and then apply your knowledge about innovation management and help these firms better understand the challenges and opportunities posed by emerging technologies and markets.

Activity: Independent Study
0.5 Course Units
Notes: Please note that this course requires permission. Please contact: MackInstitute@wharton.upenn.edu for permission. The subject line should say: MGMT. 892 Permission Request.

MGMT 894 Advanced Study Project - Multinational Management

ASP topics can be individually selected by the student with the advice and consent of any instructor in the management Department. All ASP registrations require the written consent of the instructor and appropriate course and section number on the registration form. If the student has the instructor's written permission, he/she is not required to obtain written consent from the Department. Students, however, should send an email to MGMT-Courseinfo@wharton.upenn.edu to request the course and section numbers.

Activity: Independent Study
1.0 Course Unit

MGMT 896 Decision Making in the Leadership Chair

Contact the Management Department for additional information at: Courseinfo@wharton.upenn.edu. Decision making in the leadership chair is a complex task and one that is difficult to teach in a business school setting. To bridge this gap, Mr. William P. Lauder and invited executives will bring their experiences into the classroom, primarily addressing key decision they made, how they weighed their options, and what they learned from the outcomes. The framework for the class centers around two crucial aspects of decision making in the leadership chair: the need to manage many groups of stakeholders, and the need to play many roles when doing this. This course is by application only to second-year Wharton MBAs and a maximum of 48 students will be selected. A communication will be sent regarding the application details.

Activity: Independent Study
1.0 Course Unit

MGMT 897 Global Modular Course A

Also Offered As: WH 212
Activity: Lecture
0.5 Course Units

MGMT 898 Global Modular Course B

Also Offered As: WH 213
Activity: Lecture
0.5 Course Units

MGMT 900 Economic Foundations of Management

This course examines some of the central questions in management with economic approaches as a starting point, but with an eye to links to behavioral perspectives on these same questions. It is not a substitute for a traditional microeconomics course. Economics concerns itself with goal directed behavior of individuals interacting in a competitive context. We adopt that general orientation but recognize that goal directed action need not take the form of maximizing behavior and that competitive processes do not typically equilibrate instantaneously.

The substantive focus is on the firm as a productive entity. Among the sorts of questions we explore are the following: What underlies a firms capabilities? How does individual knowledge aggregate to form collective capabilities? What do these perspectives on firms say about the scope of a firm's activities, both horizontally (diversification) and vertically (buy-supply relationships)? We also explore what our understanding of firms says about market dynamics and industry evolution, particularly in the context of technological change. A central property of firms, as with any organization, is the interdependent nature of activity within them. Thus, understanding firms as "systems" is quite important. Among the issues we explore in this regard are the following. Organizational "systems" have internal structure, in particular elements of hierarchy and modularity. Even putting aside the question of individual goals and objectives and how they may aggregate, the question of organizational goal is non-trivial. To say that a firm's objective is to maximize profits is not terribly operational. How does such an overarching objective get decomposed to link to the actual operating activities of individual subunits, including individuals themselves. This issue of goals has links to some interesting recent work that links the valuation process of financial markets to firm behavior. Financial markets are not only a reflection of firm value, but may guide firms initiatives in systematic ways.

Course usually offered in fall term
Activity: Seminar
1.0 Course Unit

MGMT 918 Personnel Economics A

This is a half-semester PhD course in the Management Department that is also open to any current PhD students at Wharton. The canonical model in economics views an agent as a fully rational, atomistic individual making optimal choices under scarcity. This approach has been very powerful theoretically and empirically to explain and to predict behavior in the workplace. This model has also been enriched to accommodate other phenomena arguably affecting behavior in the workplace like the social context (e.g. peer effects, altruism, or social comparison), non-standard time preferences, loss aversion, and cognitive costs. Incorporating these ideas into the standard model can be accomplished in various ways but the real stress test for these theories is whether they predict behavior more generally (i.e. we don't just use theory to explain one choice but choices more generally) and to generate empirical predictions that can be tested using experiments. In this mini-course we start-off with a tour de force of the fundamental principal-agent model and the various behavioral extensions. The core of the course is, however, not theoretical but a practical course on how to design field experiments to test these ideas.

Activity: Seminar
0.5 Course Units
MGMT 919 Personnel Economics B
This is a half-semester PhD course in the Management Department that is also open to any current PhD students at Wharton. It is a continuation and builds on MGMT 918 - please see the course description for MGMT 918. As in MGMT 918 we expand on the canonical model in economics and introduce views from behavioral economics and introduce views from behavioral economics to derive novel theories with empirically testable implications on workplace behavior and individual performance in labor markets and health. In this mini-course the focus is on continuing our review of the literature but the primary aim is to work towards a project description and paper that can be developed into a PhD chapter or journal article.
Activity: Seminar
0.5 Course Units

MGMT 920 Seminar in Human Resources Research
This class is designed to give students an overview of the fundamental topics and arguments in the area of employment, how different social science paradigms consider employment topics, and some pf the new and emerging approaches to this topic.
Taught by: Professor Peter Cappelli
Activity: Seminar
0.5 Course Units

MGMT 925 Seminar in Corporate Strategy
This course explores current research on corporate strategy. Over the past two decades, research in the area of corporate strategy has evolved considerably. The fundamental focus of the field has been on sources of competitive advantage at the level of the firm, and the process of building and maintaining competitive advantage. In this class, we explore current research articles that best represent the development of rent-generating resources at the level of the firm. Topics addressed include the concept of strategy, research on the evolution of firm capabilities, competitive interaction, top management teams and strategy formation, and changes in firm scope through acquisitions, divestitures and alliances.
Course usually offered in spring term
Activity: Seminar
0.5 Course Units

MGMT 926 Corporate Transactions & Strategy
This course explores current research on firm boundaries and scope. Issues of firm boundaries and scope have received much attention in the strategic management field over the past twenty years. Theoretical frameworks explaining firm boundaries have been proposed, and empirical research on key success factors within particular boundary choices has flourished. Firm scope is one of the long-standing domains of research in strategic management that is still drawing substantial attention. While certain core perspectives have academic and empirical support, there is much debate and many new research questions to examine, particularly in a global context. In this class, we explore current research articles that best represent the research. Topics addressed include corporate diversification, choices between modes of market entry, key success factors in acquisitions and alliances, and impact of diversification on innovation.
Activity: Seminar
0.5 Course Units

MGMT 932 Proseminar in Management
Innovation is currently a hot topic. The popular stereotype holds that firms that are not innovating, or that are not at least saying that they are innovating, are backward at best and at risk of extinction at worst. Behind the hype is more than half a century of theory and research on organizational and managerial innovation, and the seminar will focus on this domain. A useful overview of the domain is available in Fariborz Damanpour "Organizational Innovation" in Oxford Research Encyclopedia on Business and Management Oxford University Press 2018. We will examine a number of theoretical and empirical approaches to understanding the phenomenon that have emerged during this period and identify key questions explored, principal contributions to the literature, and remaining questions and areas for future research. At the same time, we will embark on a journey in the sociology of knowledge, to encourage you to understand how the evolution of these approaches is linked to changes in the larger world. The seminar is also designed to allow you to pursue an angle on the subject matter that is of particular interest to you, and the deliverables are intended to allow you to investigate a topic that you wish to explore in some depth. Both will be discussed at the beginning of the course and will be fleshed out in subsequent discussions together.
Course not offered every year
Activity: Seminar
0.5 Course Units
Notes: Topics for pro-seminars vary. Please contact the instructor as course content may vary.

MGMT 933 Psychological and Sociological Foundations of Research in Management
This course, is required of all first-year doctoral students in Management and open to other Penn students with permission, provides an introduction to the psychological and sociological roots of management theory and research. The course is predicated on the belief that to be effective as a contemporary management scholar one needs a grounding in "the classics." Therefore, we will be reading classics from the fields of psychology and sociology in their original form during this semester.
Course usually offered in fall term
Activity: Seminar
0.5 Course Units
MGMT 935 Network Theory and Applications
This course explores network models and their applications to organizational phenomena. By examining the structure of relations among actors, network approaches seek to explain variations in beliefs, behaviors, and outcomes. The beauty of network analysis is its underlying mathematical nature - network ideas and measures, in some cases, apply equally well at micro and macro levels of analysis. Therefore, we read and discuss articles both at the micro level (where the network actors are individuals within organizations) and at the macro level (where the network actors are organizations within larger communities) that utilize antecedents or consequences of network constructs such as small worlds, cohesion, structural equivalence, centrality, and autonomy. We begin by examining the classic problem of contagion of information and behaviors across networks, and follow by considering the various underlying models of network structure that might underlie contagion and other processes. The next two sessions address a variety of mechanisms by which an actor’s position in a network affects its behavior or performance. Then, the following two sessions address antecedents of network ties via the topics of network evolution and network activation. We close with a “grab bag” session of articles chosen to match class interests.
Activity: Seminar
0.5 Course Units

MGMT 937 Entrepreneurship Research Seminar
The seminar seeks to expose students to theoretical and empirical perspectives on entrepreneurship research. We will focus on the main questions that define the field and attempt to critically examine how, using a range of methodologies, researchers have approached these questions. As we review the literature, we will seek to identify promising research areas, which may be of interest to you in the context of your dissertation research. In addition to addressing the content of the received literature, we will examine the process of crafting research papers and getting them published in top tier journals. Towards that end, we will characterize the key elements of high-impact papers and review the development process of such studies. Students are expected to come fully prepared to discuss and critique the readings that are assigned to each class (see details below). Each class will center on discussing in depth 4-5 papers from the reading list assigned to that class. Before each class, I will let you know which papers to prepare. Each student will serve as the discussion leader for one of more of the class sessions. Discussion leaders are expected to critically review several articles, identify new insights in the research that is being reviewed and evaluate its contribution to the literature, position the articles within the literature on the subject matter, raise discussion questions, and act as the discussion moderator for the class session. Each discussion leader is asked to prepare a one or two page summary of the assigned papers which includes a statement of the main research question(s), the methodology, data set if any, summary of findings, a commentary with your thoughts on the reading, and proposed discussion questions. Prior to each class, the discussion leader will meet the instructor to help plan the class meeting. Towards the end of each class, each student will be asked to articulate a research question that emerged from the session and describe the research design used to investigate the issue.
Activity: Seminar
0.5 Course Units

MGMT 938 Family Business Research Seminar
Family firms differ in a number of ways from non-family firms. These differences may result in differential behavior by and performance of family firms versus non-family firms. Although family-controlled firms make up the vast majority of businesses around the world, academic research in this space is sparse. This seminar seeks to expose students to theoretical and empirical perspectives on family businesses. Throughout the course, we will focus on the ownership, control, and management issues that set family firms apart. We will focus on the main issues faced by family firms, and attempt to critically examine how, using a range of methodologies, researchers have approached these issues. As we review the literature, we will seek to identify promising research areas, which may be of interest to you in the context of your dissertation research. In addition to addressing the content of the received literature, we will examine the process of crafting research papers and getting them published in top tier journals. Towards that end, we will characterize the key elements of high-impact papers and review the development process of such studies. Students are expected to come fully prepared to discuss and critique the readings that are assigned to each class (see details below). Each class will center on discussing in depth 4-5 papers from the reading list assigned to that class. Before each class, I will let you know which papers to prepare. Each student will serve as the discussion leader for one of more of the class sessions. Discussion leaders are expected to critically review several articles, identify new insights in the research that is being reviewed and evaluate its contribution to the literature, position the articles within the literature on the subject matter, raise discussion questions, and act as the discussion moderator for the class session. Each discussion leader is asked to prepare a one or two page summary of the assigned papers which includes a statement of the main research question(s), the methodology, data set if any, summary of findings, a commentary with your thoughts on the reading, and proposed discussion questions. Prior to each class, the discussion leader will meet the instructor to help plan the class meeting. Towards the end of each class, each student will be asked to articulate a research question that emerged from the session and describe the research design used to investigate the issue.
Activity: Seminar
0.5 Course Units

MGMT 939 Seminar in Entrepreneurial Innovation
This quarter-length class explores topics in entrepreneurial innovation. While innovation management from the perspective of the industry incumbent is a relatively more established literature, our collective knowledge of entrepreneurial innovation is still emerging. This Ph.D. class draws primarily on the smaller literature focused on entrepreneurial innovation while placing the discussion within the context of the larger literature on incumbent innovation management.
Taught by Professor David Hsu
Activity: Seminar
0.5 Course Units

MGMT 951 Seminar in Micro-Organizational Behavior
The purpose of this course is to examine and understand theory and empirical research in the field of micro-organizational behavior. We will study a blend of classic and contemporary literature and examine theoretical propositions of individual and group behavior in organizations as well as discussing and critically evaluating empirical studies based on these theories. Sample topics include the What is Micro-OB?, the person versus situation debate, motivation, job design, group dynamics, leadership and organizational culture and socialization. MGMT 951 is a companion class to MGMT 961, and you can take it in either order.
Activity: Lecture
0.5 Course Units
MGMT 952 Seminar in Macro-Organizational Behavior
Organizations are ubiquitous, and so is organization. This half-semester course explores organization theory (OT) from the 1960s through the end of the 20th century. We will examine the proliferation of organizational theories during this time period (such as contingency theory, resource dependence theory, ecological theory, and institutional theory) and understand how each theory attempts to relate structure and action over varying levels of analysis. We will determine one or two additional schools to add once we discuss your exposure in other management classes to other potential topics such as behavioral decision theory, sense-making and cognition, organizational economics, corporate governance, social networks, and the like.
Activity: Seminar
0.5 Course Units

MGMT 953 Seminar on Research Methods
This is an introductory doctoral seminar on research methods in management. We examine basic issues involved in conducting empirical research for publication in scholarly management journals. We start by discussing the framing of research questions, theory development, the initial choices involved in research design, and basic concerns in empirical testing. We then consider these issues in the context of different modes of empirical research (including experimental, survey, qualitative, archival, and simulation). We discuss readings that address the underlying fundamentals of these modes as well studies that illustrate how management scholars have used them in their work, separately and in combination.
Activity: Seminar
1.0 Course Unit

MGMT 955 Seminar in International Management
The goal of the course is to provide you with a foundation in some of the major research areas that underpin the study of Multinational Management. International Business (and the study of MNCs) is an interdisciplinary field. As such, our survey of the seminal articles in the field will span a number of different theoretical and empirical approaches (i.e., economic, managerial, organizational and institutional). Much of our seminar discussions will focus on identifying and developing interesting research questions raised by this interdisciplinary literature, which offers many opportunities for systematic empirical study.
Taught by: Kogut
Activity: Seminar
0.5 Course Units

MGMT 957 Emotions in Organizations
This is a one quarter class where we examine and understand basics in emotions theory and its application in organizational behavior. To do so, we will cover a blend of basic psychological theories and organizational behavior literature so that we can appreciate the prevailing theories and findings in various areas of emotions and organizations, and gain a deep understanding of the psychological basis necessary to fully understand organizational behavior research. Specifically, we will examine how affect (consisting of emotions, moods, and affective traits) influences perceptions, cognitions and behavior within organizations. We will critically examine the existing knowledge of emotions in organizational life and identify possible future venues of research. We will begin by examining the nature of emotions in general and then focus on the organizational context, examining specific types of emotions and content areas that have been investigated within organizational behavior research.
Activity: Lecture
0.5 Course Units

MGMT 960 Institutions and Multinational Management
This course builds on the foundational material presented in MGMT 955 with a deeper focus on current research examining institutional influences on multinational management. These include regulative supports (e.g., laws, regulations, contracts and their enforcement through litigation, arbitration of incentive compatible self-regulation) but also normative (e.g., socially shared expectations of appropriate behavior, and social exchange processes) and cognitive (e.g., creating shared identity to bridge differences in values, beliefs and framing) elements of the institutional environment. We will examine not only strategic responses in the market environment but also influence strategies of multinational and domestic firms that seek to alter the institutional environment in which they operate. We will draw not only upon the international business literature but also related literatures including political economy, law, finance, communications, institutional theory, strategic corporate social responsibility, tourist management, construction management, management of extractive industries, negotiations, social movements and network theory (really!).
Activity: Seminar
0.5 Course Units

MGMT 961 Advanced Topics in Micro-organizational Behavior
The purpose of this quarter course is to continue to explore key concepts and research programs in the field of micro-organizational behavior that we began to study in MGMT 951. To do so, we will cover a blend of classic and contemporary literature so that we can appreciate the prevailing theories and findings in various areas of micro-organizational behavior. In addition, for each topic we will then try to go beyond the existing literature. We will work to increase our understanding by re-framing the research variables, altering the perspective, bringing in new theory, and comparing levels of analysis. Building on the topics we examined in MGMT 951, we will explore further organizational behavior topics including identity, fit, extra role behaviors, job design, creativity, status, power and influence.
Activity: Seminar
0.5 Course Units

MGMT 962 Multinational Firms Global Economy A
This is a graduate course focusing on the empirical aspects of multinational firms and international trade. We will focus on a variety of issues that are related to the multinational firm, beginning with trends in multinational activity, then moving to both horizontal and vertical theories of the multinational firm. In the first half of the course (MGMT962), the topics will include patterns in the expansion of multinational firms, horizontal and vertical multinationals; the linkages between openness to trade and investment and growth; trade orientation and firm performance, and labor markets and multinational firms. We complete the first half of the course reviewing the evidence on offshoring and multinationals and the implications for the US labor market, as well as new evidence on corporate social responsibility and the multinational firm.
Activity: Seminar
0.5 Course Units

MGMT 963 Multinational Firms Global Economy B
This course builds on the foundational material presented in MGMT 953 with a deeper focus on current research examining institutional influences on multinational management. These include regulative supports (e.g., laws, regulations, contracts and their enforcement through litigation, arbitration of incentive compatible self-regulation) but also normative (e.g., socially shared expectations of appropriate behavior, and social exchange processes) and cognitive (e.g., creating shared identity to bridge differences in values, beliefs and framing) elements of the institutional environment. We will examine not only strategic responses in the market environment but also influence strategies of multinational and domestic firms that seek to alter the institutional environment in which they operate. We will draw not only upon the international business literature but also related literatures including political economy, law, finance, communications, institutional theory, strategic corporate social responsibility, tourist management, construction management, management of extractive industries, negotiations, social movements and network theory (really!).
Activity: Seminar
0.5 Course Units
MGMT 963 Multinational Firms Global Economy B
This is continuation of Multinational Firms in Global Economies (A). It is a graduate course focusing on the empirical aspects of multinational firms and international trade. We will focus on a variety of issues that are related to the multinational firm, beginning with trends in multinational activity then moving to both horizontal and vertical theories of the multinational firm. In the first half of the course (MGMT962) the topics will include patterns in the expansion of multinational firms, horizontal and vertical multinationals; the linkages between openness to trade and investment and growth; trade orientation and firm performance, and labor markets and multinational firms. We complete the first half of the course reviewing the evidence on offshoring and multinationals and the implications for the US labor market, as well as new evidence on corporate social responsibility and the multinational firm.
Activity: Seminar
0.5 Course Units

MGMT 970 Applied Methods for Management Research
Students taking the course will be introduced to the seminal readings on a given method, have a hands-on discussion regarding their application often using a paper and dataset of the faculty member leading the discussion. The goal of the course is to make participants more informed users and reviewers of a wide variety of methodological approaches to Management research including Ordinary Least Squares, Discrete Choice, Count Models, Panel Data, Dealing with Endogeneity, Survival/ failure/event history and event studies, experiments, factor analysis and structural equation modeling, hierarchical linear modeling, networks, comparative qualitative methods, coding of non-quantitative data, unstructured text and big data simulations.
Course usually offered in fall term
Activity: Seminar
1.0 Course Unit