

Course Code MGT 518
CHIEF EXECUTIVE OFFICER & TOP MANAGEMENT TEAM
Module 3, 2022-2023

Course Information

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TA Office Hours: 1:20-3:20pm Monday

Classes:

Lectures: 10:30am-12:20pm Monday & Thursday

Venue: PHBS Building, Room TBD

Wechat Group: 2023M3-CEOTMT

1. Course Description

1.1 Context

Course overview

Chief Executive Officers (CEOs) and Top Management Teams (TMTs) are at the apex of a company. These officers are endowed with the power to run companies and to make key decisions. Their decisions exert profound influences on companies such as company performance and strategic directions, and on every employee including pay packages, career development, working environments and well-beings. Clearly this group of people in companies exerts strong influences on their companies and every employee including you. Therefore, **it is imperative** for every student in particular in our business school to understand CEOs and TMTs - the key decision makers in companies.

Prerequisites

This course welcomes every student who has strong interests in learning CEOs and TMTs. At the same time, **before you register the course**, please pay close attention to the following prerequisites.

- 1. The key for you to succeed in this course is to actively participate in group case analyses and discussions in the classroom.**
- Students are generally required to have completed at least one management course at master/undergraduate level.

1.2 Textbooks and Reading Materials

Course materials will consist of four areas: (1) References; (2) Harvard cases; (3) PowerPoint slides and related academic papers.

(1) Course references

One set of the following two references is available at Office 114. Please contact Holly Wan at office 114 to borrow these references.

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

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

(2) Harvard Cases

Harvard cases (Hardcopies) will be distributed one week before case discussion. Please use the cases only for this course. Please do not distribute the cases outside of the classroom.

(3) Powerpoint (PPT) slides and related academic papers

PPT slides without answers and related academic papers will be emailed to you one week before the lectures. PPT slides with answers will be emailed to you in the weekend after the lectures.

Recommended Readings

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

2. Learning Outcomes

2.1 Intended Learning Outcomes

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

perspective.		
5. Our graduates will be skilled in problem-solving and critical thinking.	5.1. Our students will have a good understanding of fundamental theories in their fields.	Yes
	5.2. Our students will be prepared to face problems in various business settings and find solutions.	Yes
	5.3. Our students will demonstrate competency in critical thinking.	Yes

2.2 Course specific objectives

This course contains the frontier academic research, numerical examples, and the analyses of classic and latest cases related to CEOs & TMTs in the global business world. The goals of this course are to (1) facilitate students to develop a solid and comprehensive understanding of these key people; (2) offer students fine-grained analyses of decision making processes of CEOs & TMTs. Armed with such in-depth understandings of CEOs & TMTs, students are more capable of shouldering key responsibilities in organizations competing in the dynamic global market.

2.3 Assessment/Grading Details

	Assessment Task	Weighting	Sub-item Weighting	Submission
I	Class Participation	10%		Each Lecture
	In-Class Group Case Analyses: Two Group Reports	30%		
	(1) Report 1: Case 1-3		15%	5:30pm April 3
	(2) Report 2: Case 4-5		15%	5:30pm April 27
III	Midterm and Final Individual Reports	30%		
	(1) Midterm report – Week 1- Week 5		15%	5:30pm April 3
	(2) Final report – Week 6- Week 9		15%	5:30pm April 27
IV	Final Group Presentations	25%		
	(1) Final Groups			5:30pm March 20
	(2) PPT Drafts			5:30pm April 15
	(3) Finalized PPTs			5:30pm April 20
V	Effective Group Leaders	5%		
	Total	100%		
VI	Bonus (Active Participation)	5%		

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

Submission time is temporary and may change slightly according to the course progress.

I.Class Participation (10%)

Please plan to treat this course as an opportunity to practice the professionalism that will serve you well during your career. You owe yourself and your fellow students your presence in the classroom. Meanwhile, please note that nonprofessional behavior (i.e. sleeping in class, chatting with your neighbors during the class time, showing up late to class, reading materials

other than those assigned for this class, leaving class early, failing to turn cell phones off, passing notes, eating, rudeness, sarcasm, discrimination, etc.) that creates a distraction is likely to inhibit both your own and your peers classroom learning. As such you can expect that the demonstration of unprofessional behavior will negatively impact your grade in class participation.

Please also note that attendance is a necessary but insufficient condition for participation in a timely manner; this means that simply attending the class is not the same as participating. Participation will be graded on the basis of the quantity and quality of an individual's contribution to classroom discussion. In fact, we learn best when we are actively involved in the activity we are attempting to master (consider riding a bicycle, studying dentistry). According to PHBS regulations, you can have one opportunity to ask for a leave due to business reasons; you can have unlimited times to ask for a leave due to emergencies; and six absences are equal to failure in the course. You can inform TA or email Professor if you can not be on time due to unexpected difficulties/situations. Your score will not be deducted.

Being well prepared for class is a prerequisite for high quality involvement, which in turn better enables you to maximize your learning. Hence, it is virtually important and it is also your responsibility that you always have read in advance the materials that will be covered during the class. Your level of preparation for this class will determine your success. Please come to class prepared. Please inform TA the number of times you provide your quality opinions except yes/no simple answers in the end of each lecture. I expect each of you will provide your quality opinion at least once during a week. As such, you will receive the full grade for participation.

***Note: THE MA OFFICE WILL RANDOMLY CHECK YOUR ATTENDANCE.**

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

II. In-Class Group Case Analyses: Two Group Reports (30%)

Two groups: Throughout the module, you will be assigned to group 1 and group 2. Group 1 will be responsible for Case 1-3 and Group 2 will be responsible for case 4 and 5.

These two group information including group leaders and members along with the seating chart will be sent to you immediately after add-drop and roughly in Week 4.

Group leaders: To ensure every student will have an opportunity to serve as a group leader, group 1 will have three group leaders and group 2 will have two group leaders. Each group leader is responsible for one case. If you have preferences such as cases and time regarding group leaders, please inform TA asap.

Group leaders will be responsible for (a) taking a laptop to the classroom; (b) coordinating group discussion; (c) leading the group to discuss the case with other groups; and (d) submitting a written report on time.

Group members: Five students will form a group. To ensure students to experience sufficient interactions with each other and to experience group dynamics, group members will be different across two groups.

Pre-class preparations: Each group member has to read the case and think about case discussion questions INDEPENDENTLY before class.

In-class group case discussion: In class each group member will discuss your thoughts with your group members; and then groups will exchange and/or debate on ideas.

Two case report submissions: *Groups are required to submit group case reports right after (1) case 1- 3 discussion; and (2) case 4-5 discussion.* So the submissions are roughly around **5:30pm April 3 and April 27** respectively.

The group reports should include the following contents: (1) *Your key take-away from each case;* (2) *the description of how your group discusses the cases.*

A group report is no more than *single-spaced, 12 point Times New Roman, two-page* long excluding the cover page with a report title, group #, group leader name and group members' names, and reference page.

Grading criteria: The grade is based on your group's grasp of the keys of the cases, correct understandings of the concepts and theories, the breadth and depth of your group's

case analyses, your insights beyond the case discussion, and the effectiveness of group discussion in written reports. Every group member receives the same grade.

III. Mid-term and Final Individual Reports (30%)

Two individual reports: *The mid-term report covers the contents of Week 1- Week 5; and the final report covers Week 6-Week 9.*

Individual reports will not cover Case 1-5 in group reports but cover other lecture contents.

Grading criteria: Each report needs to integrate the concepts and theories with the cases of relevant topics. The Professor will grade your individual reports based on the relevance and accuracy of your contents, the logics, rationales and depth of your analyses, the format and your diligence shown in the reports.

Submissions: Each individual report is no more than *single-spaced, 12 point Times New Roman, two-page* long excluding the cover page with your name, student ID number and individual report title, and reference page. Please provide your references to the facts/data in your report. *Please email each report to TA roughly around **5:30pm April 3 and April 27** respectively.*

IV. Final Group Presentations (25%)

To facilitate students' awareness about, and sensitivity to CEO and top management team in the business world dynamics, as well as application of what is learned throughout the course, students are required to form groups and prepare a group case presentation in the last two lectures.

Group members: Please email TA your group members (e.g., **five** students) and the group leader before **March 20**. If TA does not receive your preference, TA will assign students into different groups with group leaders.

Topics: The principle is "first come, first served." Please email TA the name of the CEO/TMT of your final presentation as soon as you could, and copy the email to the Professor. You are encouraged to analyse a CEO/top manager/TMT that you admire most. I also encourage you to identify the failure cases such as Adam Neumann of WeWork as well to identify the factors behind the failures. Further I do not expect you to write a case that has been analysed quite a lot.

Contents: Your group presentation should include the following parts:

- (1) A brief introduction of a CEO/TMT; and the affiliated company. For example,
 - a) S/he is the CEO or top executive in the company
 - b) The starting date when the CEO or executive takes the CEO or executive position in the company
 - c) Groups should analyse different CEOs/TMTs. The principle is "first come, first served."
- (2) An analysis of several key aspects of the CEO/TMT. For example,
 - a) What contributes to their successes? What makes them fail?
 - b) How do CEOs/TMTs lead their companies?
 - c) How do CEOs/TMTs make strategic decisions?
 - d) What are the roles of CEOs/TMTs in mergers and acquisitions (M&As) or cross-border M&As?
 - e) Other topics such as CEO *shareholder and stakeholder orientations and behaviors*, etc.
- (3) Conclusion

Submissions: Please email TA the draft of PowerPoint slides before or on **5:30 April 15** and copy the email to the Professor. Please email the finalized version of your PPT slides to the TA before or on **5:30pm April 20**.

Presentation: *The sequence of the presentation will be based on the alphabetic order of the surname of each group leader.* Not every member is required to present and you could send the best presenters. The presentation will last 15-20 minutes excluding 3-5 minutes Q&A session.

Grading criteria include: the number of concepts and theories included in the analyses, accurate understandings of concepts and theories, the application of concepts and theories to analyze the case, the depth and quality of your analyses, critical thinking, quality of PPTs, presentation quality, professional dress, efforts in the final project, the quality of your answers

to the questions, and completion of the presentation within time limit. Marks will be deducted if the time limit is exceeded.

V. Effective Group leaders (5%)

If you are a group leader of in-class case analyses, you will automatically receive 5% given your good efforts and contributions as a group leader.

VI. Bonus (5%)

The number of your quality participation will be counted as described in "Attendance and Participation". In the past years I always have a few outstanding students in class participation. To reward these outstanding students, I set up this bonus. If you provide quality opinions far more than once a week, you will receive a bonus with the maximum 5%.

2.4 Academic Honesty and Plagiarism

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

All assessments are subject to academic misconduct check. Misconduct check may include reproducing the assessment, providing a copy to another member of faculty, and/or communicate a copy of this assignment to the PHBS Discipline Committee. A suspected plagiarized document/assignment submitted to a plagiarism checking service may be kept in its database for future reference purpose.

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

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



3. Topics, Teaching and Assessment Schedule

Note: This is a temporary schedule and may be adjusted based on the class progress.

Week		Date	Lecture	Contents
1	Monday	20-Feb	1	Introduction
				(1a) Course Introduction
	Thursday	23-Feb	2	CEO & Top Management Team (TMT): Importance
				(1b) Related Reading Materials: Quigley, T.J. & Graffin, S.D. 2017. Reaffirming the CEO effect is significant and much larger than chance: A comment on Fitza (2014) <i>Strategic Management Journal</i> , 38: 793-801.
				CEO and TMT: Concepts
				(1) CEO & Top Management Team: Concepts
2	Monday	27-Feb	3	CEO and TMT: Strategic Decision Making
				(2) Mini-case 1: Golden Mine Case Part I
				1. Theoretical framework: Decision making framework in real business worlds
				(a) Mini-case 2: The rise of wechat
				(b) Mini-case 3: Google acquires YouTube for 1.65 billion in stock
				2. Vision, mission and values in strategic decision making framework
3	Monday	6-Mar	5	CEO and Executive: Bounded Rationality I - Personality
				1. Bounded rationality concept: Executive personality
	Thursday	9-Mar	6	(1a) Internal control and culture research
				(1b) CEO narcissism and hubris research
				CEO and Executive: Bounded Rationality II - Value
				Case 1: The late bloomer: ZPMC CEO Guan Tongxian (Tsinghua SEM-Harvard Business Publishing Case)
4	Monday	13-Mar	7	CEO and Executive: Bounded Rationality III - Experience
				1. Bounded rationality concept: executive experience
				(1a) Related reading material: Cohen, Wesley, M. & Levinthal, Daniel A. 1990. Absorptive Capacity: A New Perspective on Learning and Innovation, <i>Administrative Science Quarterly</i> , 35, 128-152.
				(1b) Acquisition experience and performance research
4	Monday	13-Mar	7	Case 2 Sunac's Acquisition of Greentown in the Chinese Real Estate Market (A) (NSEAD-Harvard Business Publishing Case) Part I

	Thursday	16-Mar	8	TMT
				1. Mini-case of TMT: Journey to the west
				2. Concepts TMT composition, size and dynamics
5	Monday	20-Mar	9	Case 3: Decision making at the Top: The all-star sports ebusiness division (Harvard Business School case) Part I
	Thursday	23-Mar	10	Case 3: Decision making at the Top: The all-star sports ebusiness division (Harvard Business School case) Part II
				Case 4 Blake Sports Apparel and Switch Activewear: Bringing the Executive Team Together (Harvard Business School case) Part I
6	Monday	27-Mar	11	Case 4 Blake Sports Apparel and Switch Activewear: Bringing the Executive Team Together (Harvard Business School case) Part II
	Thursday	30-Mar	12	CEO and Executive: Compensations
				Case 5: Executive Compensation at General Electric (A) (Harvard Business School case) I
7	Monday	3-Apr	13	Case 5: Executive Compensation at General Electric (A) (Harvard Business School case) II
				Concepts: CEO and Executive compensations and incentives
	Thursday	6-Apr	14	Shareholder Theory and Stakeholder Theory
				Shareholder Theory: CEO and share price
8	Wednesday	10-Apr	15	Shareholder Theory: Mini-case Google's restructurings
	Thursday	13-Apr	16	Stakeholder Theory: Mini-case Golden Mine Case - Part II
				Stakeholder Theory: Corporate Social Responsibilities Part I
9	Monday	17-Apr	17	Stakeholder Theory: Corporate Social Responsibilities Part II
				CEO TMT: Culture
	Thursday	20-Apr	18	Final Group Presentations
				Final Group Presentations

4. Miscellaneous

Wechat group:

Each student is required to join the wechat group. Each student should use his/her real name (Chinese/ English names in this wechat group). Announcements will be posted through the wechat.

A group photo:

In Lecture 3, case 1 group leaders of group 1 will be responsible for submitting a group photo indicating each member's Chinese name and English name to TA. The photo should clearly show each member's face and manner.

NOTES:

1. The number of groups, the number of students in each group, and final project presentation time will be announced based on the number of registered students after the add-drop period.
2. The number of cases we will discuss will depend on our progress in the module.
3. If there is a **free rider** issue in your group, please contact the Professor asap. The free rider will be asked to fulfil the responsibilities asap, to reduce their scores or to drop from the course.