



**MGMT 101: INTRODUCTION TO MANAGEMENT
FALL 2019 – SYLLABUS**

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Office hours: Tuesdays 3-5pm, or by appointment
Course website: Canvas link to be provided
Lectures: 001M 10:30-11:50am (SHDH 351)
002M 01:30-2:50pm (SHDH 351)
003M 03:00-4:20pm (SHDH 351)
Recitation location: JMHH G88
Head TA: Rachel Skelly (rskelly@wharton.upenn.edu)
TA Office hours: Vary by TA - available on Canvas, all in SHDH 3101

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

Please read the entire syllabus before your first recitation and confirm that you have done this on Canvas under “Assignments.”

COURSE DESCRIPTION

Organizations are all around you. Some have helped shaped who you are. Others may influence you more indirectly by shaping the world you live in. And you, in turn, have a role to play in shaping them. That role will become increasingly important as you gain professional experience and eventually take on greater leadership responsibilities.

The better you are equipped to take on that role of shaping the organizations around you, the greater an impact you can have through your actions. Management involves helping a group of people within an organization to achieve common goals that they can’t (or wouldn’t want to) accomplish on their own. This course will teach you how to formulate those goals and implement strategies for attaining them.

The course is organized into three modules, each of which covers three key areas of management. In the first module, we study how organizations adapt their strategies to the external, competitive environment, namely through industry positioning, building a competitive advantage and corporate diversification. In the second module, we then look at what goes on inside the organization, in terms of organizational culture, teams, and networks. Finally, the third module explores connections between the internal and external environment, through the lens of three contemporary societal issues that are key to organizational growth and success: innovation, globalization, and corporate social responsibility.

Thus, in the first two modules, we “drill down” from the more macro- to the more micro-level of analysis (in other words, from larger to smaller scale questions and concepts) to better understand the management challenges of each; we then connect issues and concepts across levels of analysis in the third module, to demonstrate the synergies between them. The course will thus provide a roadmap to the different areas within the discipline of management and help you bring them together to solve managerial problems.

CLASS FORMAT

Every Monday, you will attend a lecture during which I will introduce the core concepts for the topic we are studying that week. You will then have a recitation session later on in the week. These are designed to provide a deeper dive into those concepts by helping you engage more directly with the material through case studies, exercises, and class discussion.

MATERIALS

You will be assigned required readings for each Monday lecture (unless indicated otherwise in the schedule outlined below). I selected these readings to help you better grasp the concepts that are covered during the lecture, and to prompt your interest in the topic at hand. In addition to being informative, I therefore hope you will also find them thought provoking and enjoyable to read.

For the recitations, there are also required readings. These are typically shorter and often revolve around a case study. They serve to introduce a discussion about the application of the concepts covered in the Monday lecture.

The materials can be accessed free of charge through Canvas (under the “Course Materials @ Penn Libraries”, or as links in the “Syllabus” and “Assignments” tabs).

COURSE WEBSITE

The course website is hosted on Canvas. You should access it prior to the beginning of the semester so that you are familiar with the layout and content. Make sure that your notification settings are such that you will be notified immediately of any new content or information made available throughout the semester.

Important features to check regularly on the Canvas website include (but are not limited to):

- a copy of the syllabus,
- announcements about lectures, recitations, assignments and grades,
- lecture slides

GRADING

Your overall course grade will be assigned to reflect the extent to which you have assimilated the course content and are able to use it to think critically about managerial problems. In other words, you will not be graded on a curve. Your grade will correspond to the sum of the points you have accumulated as a proportion of the total points available. MGMT101 uses the following grade distribution:

A+: 97-100%	B+: 87-89.99%	C+: 77-79.99%	D+: 67-69.99%
A: 93-96.99%	B: 83-86.99%	C: 73-76.99%	D: 63-66.99%
A-: 90-92.99%	B-: 80-82.99%	C-: 70-72.99%	F: 62.99% or below

The following components and weights will be used to determine your course grade:

- Individual written assignments (15%):
 - Organizational assessment (10 %)
 - Preliminary assessment (1%)
 - Part I (4%)
 - Part II (5%)
 - Job Design (5%)
- Group project (20%)
 - Progress report (2.5%)
 - Written outline or slides (2.5%)
 - Team presentation (15 %)
- Attendance & participation (15 %)
- Midterm Exam (20 %)
- Final Exam (30 %)

Information about each of these assignment components can be found below. Further detail will be provided in class and on Canvas.

No late submissions are accepted for any assignments. Note also that exams and individual papers are blind-graded. I work closely with the TA team to make sure that all graders adhere strictly to the same template and there are no distinctions in how students are graded across recitations.

ASSIGNMENTS

1. Exams (50%)

The midterm exam will cover all course materials (lectures and recitations) from the first module of the course. It will be worth 20% of your overall course grade. It will be held on October 3rd from 6-7:30pm.

The final exam will cover all course content (lectures and recitations) from modules 2 and 3. It will be worth 30% of your overall course grade. It will be held on December 13th from 6-8pm.

Both exams will consist of multiple choice and short answer questions. Sample questions will be available on Canvas. Optional review sessions are offered before each exam, as per the detailed outline below.

2. Individual Written Assignment: Organizational Assessment (10%)

The first week of class, we will introduce a capstone case study about an organization that you will be assessing throughout the course. By giving you the opportunity to apply the course concepts to a case, this exercise will help you master and recall those concepts; as such, it has also been designed to help you study for the midterm and final exams.

You will submit three assignments throughout the semester, in which you will be asked to analyze the case from different angles.

- Preliminary assessment (1%): At the end of the first week of class, you will be asked to submit a preliminary assessment of the issues the organization is facing and how the organization has handled them so far. This assignment will be graded only for completion: you are not being assessed on any course concepts as we will not yet have covered the relevant material.
- Part I (4%): Reassess the organization's strategy based on the topics and concepts covered in Module 1. You can focus on a specific topic covered in *one of the sessions* in this module and discuss the organization's strategy (i.e., describe the issue or problem it faces, what it is doing about it and why you think that might or might not be effective) in light of concepts and frameworks covered in that session, or discuss its strategy more broadly in light of *three concepts or frameworks* you find particularly relevant across any of the three sessions in Module 1.
- Part II (5%): Reassess the organization's strategy based on the topics and concepts covered in Modules 2 and/or 3. You can focus on a specific topic covered in *one of the sessions* in these modules and discuss the organization's strategy in light of concepts and frameworks covered in that session, or discuss its strategy more broadly in light of *three concepts or frameworks* you find particularly relevant across any of the sessions in Modules 2 & 3.

You do not need to research any additional aspects of the organization beyond the materials provided in Canvas.

The preliminary assessment should be no longer than 2 pages total. Part I and Part II of this assignment should each be no more than 3 pages long total. Your submissions should be formatted to 12-point font size in Times New Roman, double-spaced, with 1" margins. Your Penn ID should be included at the top right but not your name. Neither should you state your name in the text of your submission.

3. Individual Written Assignment II: Job Design (5%)

Briefly describe in one paragraph your 'dream job' after graduation. Be realistic – the job must be attainable in that it should be aligned with your skills and abilities. Then discuss, when looking for this job, what kind of organization you would ideally like to work in. You should pick three concepts covered in Module 2 and use them to analyze what would make this the best place to work *for you* – which aspects would you find most motivating, and which might be less so?

Your assignment should be no more than 3 pages long total. It should be formatted to 12-point font size in Times New Roman, double-spaced, with 1" margins. Your Penn ID should be included at the top right but not your name. Neither should you state your name in the text of your submission.

4. Group Project (20%)

- Progress report (2.5%)
- Written outline or slides (2.5%)
- Team presentation (15 %)

Overview: Choose a recent (past five years) example of an organization that faced a major crisis related *primarily* to one of the session topics from class (for example, corporate strategy, innovation, diversity, etc.). Analyze what it did and what it could have done differently in light of course concepts.

Forming teams and picking a topic: The first week of class is a chance to get to know your peers in recitation. Take this opportunity to consider who might be good teammates: which students seems to

share your interests and which team members would bring different experience and skills to the group? The earlier you form a group and select a topic, the better: this will help you reflect on how class concepts apply to your organization and the crisis it faced throughout the course and coordinate regularly with your team. During the week of October 21st, which is the sixth week of class, you will also have time during recitations to work on your group projects and progress report.

Progress report: By Friday October 25th, your team will prepare and submit a two-part progress report for review by your TA. The first part will consist of a 1-2 page outline of your chosen organization and action, and your initial thoughts on the concepts you will use in your analysis. The second part of the report will consist of 2-3 pages of constructive reflection on your progress so far. It should include: (a) two examples of what is working well in your team's efforts (b) two examples of what is not working well (c) one example of how each of the latter issues can be improved. Your team will then meet with your TA so that s/he can provide feedback and address any questions you have about the project.

Final slides or outline: You should submit these online through Canvas AND bring a printed copy for your TA the day of your final presentation. This is not a formal written report, simply a record of the flow of your presentation.

Presentation: The team presentations will take place during the recitations for the last week of class. Each team will be allocated 10 minutes, including 8 minutes to present plus 2 minutes for Q&A. All team members are expected to participate in the presentation, as well as its preparation. You may use whatever media you prefer to make your presentation (PowerPoint, overheads, chalkboard, music, skits, etc.), as long as it clearly conveys the point of your project and does not detract from the information.

Note on originality and submissions via Canvas: In line with university policy regarding academic integrity (see below), you are responsible for avoiding plagiarism and citing all sources used in used in your team progress report and final presentation slides. Your assignments will be checked for originality using Turnitin. You will need to submit these assignments to two folders on Canvas: (1) grading submission; and (2) originality checking submission. There is a submission guide available under Administrative Items on Canvas. Please let your TA know if you have any questions about this.

Grading criteria: To receive a high grade for your work on this project, you must select appropriate management concepts to analyze the organizational crisis you have chosen, demonstrate your understanding of the theoretical concepts, and show how they apply to the organization's actions in dealing with this crisis. Your presentation should include: (a) a brief overview of the organization and the crisis, (b) an analysis of how the organization dealt with the crisis using appropriate and relevant management concepts, and (c) a proposal for an alternative strategy and/or implementation plan that you feel would have been more successful.

An excellent presentation is likely to be one for which the team uses management theories and concepts not just accurately and appropriately, but also creatively and critically. In addition to being evaluated on their content, team presentations will also be evaluated on their professional quality (e.g., clarity, organization, delivery). Practicing the presentation together in advance will help you to perform well. Your TA and the other students in your section will have an opportunity to ask questions, and the Q&A session will be evaluated as part of the team's presentation too.

Collective and individual grade components: It is important to be a team player in this assignment. Accordingly, your grade will have two components. For the collective component, the presentation itself will be graded out of 13 points, and everyone on the team will receive the same grade out of 13. This reflects the reality of teamwork in real life work situations –all team members are usually held equally accountable for the quality of their output, even though some might have worked harder than others. So, it

will be up to you as team members to try to manage your work so that everyone contributes effectively and to sort out any issues that may arise. Still, we recognize that in reality, not everyone always puts in their best effort for a team project. To account for this, there will also be an individual component of the grade, where you can earn up to 2 additional points based on how the other members of your team evaluate you. To assign these points, each team member will be asked to individually submit a confidential team member evaluation form when the presentations are over. In this form, you will independently evaluate your own and your fellow team members' work on your team assignment. You will be asked to assign 0, 1, or 2 points to each of your team members, according to whether their contributions were low, medium, or high. When determining the individual component of the team presentation grade, we will average the points you received from your team members.

5. Attendance & Participation (15%)

Attendance (10%):

- *Lectures:* Lecture attendance is required and counts toward your grade. You are expected to attend the Monday lecture for which you are registered. Since this is a large class, we will use a preassigned seating plan, as is common in the MBA program. I will provide the seating plan as well as name cards on the first day of class. Attendance will be taken each week. Missing more than 5 minutes of lecture (by arriving late, leaving early, or exiting the room during the class) counts as missing the entire lecture. Note that attendance will not be taken for the first lecture or the option midterm and final exam review sessions.
- *Recitations:* Recitation attendance is required and counts toward your grade. Attendance will be taken each week. We expect on-time attendance at all recitations. Missing more than 5 minutes of recitation (by arriving late, leaving early, or exiting the room during the class) counts as missing the entire recitation.
- *Authorized absences:* While you are expected to attend every lecture and recitation, I recognize that illness or other conflicts sometimes intervene. You will therefore be permitted two absences across lectures and recitations (i.e., two lectures, two recitation or one each). These absences must be documented using the Course Absence Reports (CAR) system (see course policies below for instructions). Each additional absence beyond the two permitted ones will result in a 1-point deduction from your attendance grade.

Attendance is important for your understanding of course concepts because exams draw heavily on the content covered in lectures; this content goes well beyond the readings. The only classes that are recorded and posted online for students are those that conflict with religious holidays. Thus, the content that you will miss if you do not attend a lecture will not be available to you in another form.

Participation (5%):

- *Lectures:* I will often invite participation in lectures, but lecture participation will not affect your grade.
- *Recitations:* The recitations are designed to engage you in learning about management. In your recitations, you will apply the theories and concepts that have been introduced in the Monday lectures to real-world situations, using cases, exercises, and experiential activities. You will also have plenty of opportunities to ask questions about the lectures and readings and review for the exams. You will be expected to do the required readings for each recitation in advance and come prepared to discuss them.

To earn the full participation points, you must actively and productively engage in the group discussions and exercises. The quality as well as the quantity of your participation is important. Fewer but more thoughtful, integrative comments can be more valuable than talking often without saying very much. Valuable comments are those that address the issues under discussion directly, integrate concepts or different perspectives, demonstrate critical thinking, provide relevant examples, or pose insightful questions. At the end of the semester, your TA will qualitatively assess whether your contributions were very strong, above average, average, below average, or very weak to assign you points out of 5.

COURSE POLICIES:

All students are responsible for reading, understanding and following the course policies posted below and on Canvas regarding class expectations, absences, withdrawals, exam conflicts, and academic integrity.

Absences: All absences from lectures and recitations must be reported through Penn's Course Absence Report (CAR) system in a timely manner. If you do not provide timely information on an absence through the CAR system, you will lose attendance credit even if you have not already accrued the permitted absences. You can enter the CAR system and submit Course Absence Reports through Penn InTouch.

Electronics: Please turn off all phones and computers and ensure they are put away *out of sight* for the entire duration of all lectures and recitations, unless you are instructed to do otherwise. Tablets are authorized for note-taking purposes but please ensure that all sound settings are turned off. The lecture slides will be provided in advance of each lecture so that you can print them out or save them to your tablet if you want to take notes on them directly.

This no electronics policy is in place for two reasons. First, recent research shows that taking notes by hand rather than on a computer is superior for long-term retention of material. Second, laptops and phones make it more difficult to create an interactive learning environment. Your instructors want to get to know you and help you engage fully with the course material. We can't do that if there is a computer or phone screen between us. Additionally, this policy reduces distractions for other students around you in the classroom, since when electronics are permitted it can be hard to resist the temptation to check email or surf the web, which is distracting for others and also reduces the energy in the classroom, detracting from the learning experience.

Midterm/Final exam conflicts: Makeup exams will only be available to students with university-approved absences or by prior permission of the professor. An unexcused absence from an exam will result in a grade of zero. Per university policy, excused absences are only granted in cases of a conflicting class, a conflicting exam, a religious holiday, a serious illness or a grave family emergency, and each of these situations must be documented to our satisfaction. Note that Student Health Services do not deliver justifications for absences from class or exams, per their policy. Job interviews, incompatible travel plans, and forgetfulness will be considered unexcused absences. We require at least two weeks' notice for foreseeable conflicts. Please note that the Course Absence Report (CAR) system should not be used if you have an exam conflict; you will need to contact your TA and the head TA **at least two weeks in advance for anticipated exam conflicts** to make other arrangements.

Withdrawing from the class: We will not approve any request to withdraw from the class that is submitted after Monday, October 7th. This is due to the importance of the team presentation and associated difficulties in accommodating changing team membership once work on the presentation has commenced.

Special needs: If you have any kind of learning or physical disability, please notify your instructors (by email or during office hours) so that we can discuss how best to support you. Any students who require special arrangements for their classes or exams must have an official letter from student disability services. They should submit this letter together with their request for special arrangements to the professor as early in the semester as possible, and at least two weeks before an exam.

Academic integrity: Students are required to abide by the University's policy of academic integrity at all times. This applies to exam-related issues as well as plagiarism on graded assignments. Additional information on plagiarism is available on Canvas. Please contact your TA if you have any questions about expectations.

Student-faculty meals and coffee breaks: I hold a series of lunches and coffee breaks during the semester with up to 12 students each time, to give us a chance to meet and chat informally. They will be held in the MGMT Department office suite. Sign-up sheets will be available on Canvas (see Calendar > Scheduler).

Emails/communication: In general, your TA is the first point of contact on big or small questions pertaining to the class. This is to help ensure you receive responses and support in a timely manner. Prior to contacting your TA, it is a good idea to have read this syllabus and visited the resources available on Canvas. If for any reason you have a personal or other issue you wish to discuss with me directly, please do not hesitate to reach out. When sending me an email, it is helpful if you include your lecture section number and recitation number. Typical turnaround time for emails is one business day.

IMPORTANT DATES TO REMEMBER

- 09/09 First day of class – Confirm on Canvas before your first recitation that you have read the syllabus
- 09/13 Submission Deadline: Preliminary Organizational Assessment paper
- 10/03 MIDTERM EXAM (6PM-7:30PM)
- 10/07 No class this week - Fall Break starts Thursday
- 10/08 Submission Deadline: Organizational Assessment Part I
- 10/25 Sign your team up on Canvas and submit your group progress report
- 11/08 Submission Deadline: Job Design Assignment
- 11/25 Thanksgiving – No class this week
- 12/02 Final Presentations Week
- 12/06 Submission Deadline: Organizational Assessment Part II
- 12/09 Last day of class – optional review session
- 12/13 FINAL EXAM (6PM-8PM)

MGMT 101 – WEEKLY READINGS & ASSIGNMENTS – FALL 2019

1. Introduction to Management (09/09)

Lecture: Introductory session

Please read the entire syllabus before your first recitation and confirm that you have done this on Canvas under “Assignments.”

Recitation: Read the materials provided on Canvas about the Capstone case study

Preliminary Organizational Assessment due by 5PM on Friday September 13th.

MODULE 1: THE COMPETITIVE ENVIRONMENT

2. Industry Positioning: Where to Compete? (09/16)

Lecture: Porter (1980): “Chapter 1: The Structural Analysis of Industries” (in *Competitive Strategy: Techniques for Analyzing Industries and Competitors*, pp.3-33)

Recitation: The Movie Exhibition Industry case

3. Competitive Strategy: How to Compete? (09/23)

Lecture: Brandenburger & Stuart (1996) “Value-based Business Strategy”

Ghemawat & Rivkin (2009): “Creating Competitive Advantage” (in *Strategy and the Business Landscape*, pp.49-60)

Recitation: Philly Beer Company case

4. Corporate Strategy: When and How to Diversify? (09/30)

Lecture: Capron & Mitchell (2012): “Introduction” (in *Build, Borrow, or Buy*, pp1-10)

Schilling (2018), “The Top 4 Reasons Most Acquisitions Fail” (inc.com)

Recitation: Lego case

An optional review session will be recorded and made available online prior to the midterm exam

*******MIDTERM EXAM – Thursday October 3rd from 6-7:30pm*******

5. Week of Fall Break – No Lectures or Recitations (10/07)

Organizational Assessment - Part I due by 5PM on Tuesday October 8th.

MODULE 2: INSIDE THE ORGANIZATION

6. Organizational Culture I: How to Motivate Employees and Cultivate an Inclusive Environment? (10/14)

Lecture: Latham (2004): “The Motivational Benefits of Goal-Setting” (*Academy of Management Executive*)

Phillips (2014): “How Diversity Works” (*Scientific American*)

Recitation: Whole Foods case

7. Organizational Culture II: How to Motivate Employees and Cultivate an Inclusive Environment? (10/21)

Lecture: No new readings.

Recitation: Work on group project in class

Group Project Progress Report due by 5pm on Friday, October 25th

8. Teams: How to Lead and Manage Effective Teams? (10/28)

Lecture: Groysberg (2010): “Liftouts – Moving in Teams” (in *Chasing Stars*, p1241- top of p131)

Recitation: GlobeSmart Exercise (no reading)

9. Networks: How to Structure Collaboration? (11/04)

Lecture: Kilduff & Krackhardt (2008) “Chapter 2: A Network Approach to Leadership” (pp13-17) (in *Interpersonal Networks in Organizations: Cognition, Personality, Dynamics, and Culture in Organizations*)

Recitation: North Star Alliance case

Job Design Assignment due by 5pm on Friday, November 8th

MODULE 3: CONNECTING THE EXTERNAL AND INTERNAL ENVIRONMENT

10. Innovation & Organizational Change: How to Innovate and Evolve over Time? (11/11)

Lecture: Tushman, Michael L.; O'Reilly III, Charles A. (1996) “Ambidextrous Organizations: Managing Evolutionary and Revolutionary Change” (*California Management Review*)

Recitation: World Economic Forum Report on Emerging Technologies of 2019

11. Global Strategy: When and How to Expand Abroad? (11/18)

Lecture: Guillen & Garcia-Canal (2012) “Introduction: A Permanent Revolution (p1-16)” (in *Emerging Markets Rule: Growth Strategies of the New Global Giants*)

Recitation: Manchester City Football Club

12. Thanksgiving Week – No classes (11/25)

13. Corporate Social Responsibility: How to Create Public and Private Value? (12/02)

Lecture: Hoffman, A. (2018) “The Next Phase of Business Sustainability” (*Stanford Social Innovation Review*)

Recitation: Team Presentations (no reading) – remember to bring a printed version of your slides or presentation outline for your TA and to submit them on Canvas.

Organizational Assessment - Part II due by 5PM on Friday December 6th.

14. Final Review (12/09)

Lecture: Final Review Session (optional, no reading)

Recitation: No Recitation

*******FINAL EXAM – December 13th 2019 from 6PM-8PM*******

PLEASE NOTE:

The instructor reserves the right to modify any aspects of this syllabus during the semester as needed. The most current version of the syllabus will always be available on the course website.