

**THE WHARTON SCHOOL OF THE UNIVERSITY OF PENNSYLVANIA**

**MGMT 101: INTRODUCTION TO MANAGEMENT**

**SPRING 2008**

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Lectures: 001, M 10:30-11:50; 002, M 12-1:20 and 003, M 1:30-2:50 (F85 JMHH)

My Office Hours: full schedule of my availability for individuals and groups on webCafe

TA Office Hours: varied hours in 3101 SH-DH (see webCafe)

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This course addresses contemporary management challenges stemming from changing organizational structures, complex environmental conditions, new technological developments, and increasingly diverse workforces. It highlights critical management issues involved in planning, organizing, controlling and leading an organization. This course will help you understand some of the issues involved in both managing and being managed and equip you to become more effective contributors to organizations that you join. In the course, we develop a “systems” view of organizations. This means that we examine many components of organizations, including but not limited to environment, strategy, structure, culture, tasks, people and outputs, and we consider how managerial decisions made in each of these domains has implications for the other domains.

**MATERIALS:**

A custom text (Benner and Rosenkopf, MGMT-101: Introduction to Management, 2007-2008 Edition) is available at the bookstore. Readings in the public domain are posted in the course materials folder of webCafé. Additional handouts in lecture or recitation will be billed to your student account. Please note that I cover material in lecture that is not included in the readings. This content is fair game for exams.

**GRADING:**

Your grade is determined by two separate inputs. First, your performance on exams is evaluated in comparison to all students. Your scores for the midterm (maximum 40 points) and the final (maximum 60 points) will be added, and then your relative percentile among the entire set of students taking MGMT 101 will be calculated. Second, your performance on the remaining elements is evaluated by your own TA in comparison to the students in your recitation. Your scores for online discussion contributions (maximum 20 points), class participation (maximum 25 points), recitation assignments (5 points), and the group project (maximum 50 points) will be added, and then your relative percentile among the students in your recitation will be calculated. To arrive at your final grade, we average your exam percentile and your section percentile, and then apply our curve (25-35% A, 40-50% B) to these averages.

*Class participation* is determined by a combination of your attendance at recitation (33%, see below) and your active involvement in (and preparation for) recitation discussion (67%). Students who receive the highest class participation marks are those who attend all recitations, prepare all exercises and case discussion question in advance, and make high-quality (not high-quantity!) comments during the day's

discussion. Each day after recitation your TA will tabulate whether your participation was top-notch, adequate, or leaving something to be desired. You will receive an indication from your TA at the halfway point of the class about your performance to date.

*Class attendance:* On-time attendance for each and every class meeting is expected (Week 1 through Week 13). Approximately one third (10 points) of your participation grade is allocated to attendance, and the first two unexcused absences you receive will cause you to forfeit the attendance credit for that day. Any student who accumulates more than two unexcused absences from recitation section will forfeit 50% of their earned class participation points for the semester. Missing more than 30 minutes of class (either through arriving late or leaving early) will count as missing the entire class. Students arriving less than 30 minutes late will earn reduced class attendance credit for that day. Per university policy, excused absences are only granted in cases of serious illness or grave family emergencies, and each of these situations must be documented to our satisfaction. Job interviews, incompatible travel plans, and forgetfulness are considered unexcused absences, even if you notify your TA in advance. Any student who misses his/her group presentation in recitation due to an unexcused absence will forfeit 50% of the oral presentation points earned by the group. If there is a written/homework assignment to complete for class (noted on the syllabus), failure to do the assignment will result in no credit for attendance that day.

*Online discussion contributions:* You are required to contribute to two (2) discussion threads in your recitation section's webCafé. Each contribution can earn a maximum of ten points. In each of the two rounds, your TA will post three discussion topics from which you will choose one to develop your contribution for that round. You may post as many times as you wish during the round, but only the first 350 words that you write on the ONE thread that you follow will be evaluated. Your overall contribution will be evaluated on two elements – the quality and innovativeness of your answer to the question raised, and your level of engagement in an active discussion with your classmates on the various postings by the class. To address these issues, many students choose to create one post addressing their answer to the question and one (or more) additional post critiquing one or more postings from classmates. You do not have to agree with anyone else's point of view, but you must treat everyone's point of view respectfully by avoiding demeaning and/or derogatory comments. Please note that changing your post in any way after you initially create it or missing the stated deadline will result in a 0 for that assignment. Additional details on grading, expectations, and guidelines are available on webCafé.

*Recitation assignments:* In addition to the reading assignments for each lecture and recitation, there are also three written/online assignments to be completed before recitation throughout the semester. Credit will be given based on satisfactory completion of the assignment. The assignments are due in recitation during Week 5 (Feb. 19-21), in recitation during Week 10 (Mar. 25-27), and online by 11pm on Sunday, March 30. Each assignment is discussed in detail during the appropriate week below.

*Group project:* This project is intended to extend your understanding of some concepts presented in class and to continue the development of the teamwork and communication skills that have become a centerpiece of the undergraduate curriculum. You will form a group of 5 people with other members of your recitation section. Your group will develop a write-up (maximum 1700 words) and an oral presentation (maximum 10 minutes) about one organization and how the organization's situation can be better understood by applying some key principles from Mgmt 101. The goal is not to produce a "biography" of your firm, but to develop a specific thesis, hypothesis, or central question that you wish to answer, use class frameworks to analyze the information you collect on your subject, and use that analysis to craft real recommendations and/or conclusions. Since I would like you to focus on current challenges faced by your organization, you may choose any organization that is featured in a major business periodical during the months of December 2007 or January 2008, provided that this organization is not featured as an example in lecture or recitation. Thus, this article will serve as your primary reference, and you should locate at least four other references that provide supplementary information for your project.

Additional information (including more details on expectations) will be available on webCafé. Please note that groups must be finalized by signing up on webCafe by February 8 (the end of Week 3). The final written project is due on April 11 and the oral presentation will be held during your recitation section on April 15-17. Additional interim deadlines are noted on the syllabus. While the goal is for everyone in the group to receive the same grade, we have a mechanism to deal with group process issues that will punish free riders, and groups with concerns to this effect should contact their TA as soon as they become aware of the issues. Any student who misses his/her group presentation in recitation due to an unexcused absence will forfeit 50% of the oral presentation points earned by the group.

*Midterm examination:* The midterm will cover the first six weeks of the class (through and including Corporate-Level Strategy, but not including Formal Organization) and will be held on Wednesday, March 5, from 6-8 p.m. Any student who misses the exam due to an excused absence is required to take the makeup on Tuesday, March 18, from 4:30-6:30 p.m. Per university policy, excused absences are only granted in cases of a conflicting class, a conflicting exam, a religious holiday, or serious illness or grave family emergencies, and each of these situations must be documented to our satisfaction. Job interviews, incompatible travel plans, and forgetfulness are considered unexcused absences. Contact the Head TA immediately should you fall into this category. We require one week's notice (that is, by February 27) for foreseeable conflicts.

*Final examination:* The final exam will be cumulative covering the entire semester and will be held on Thursday, May 8, from 6:00 p.m. to 8:00 p.m. Any student who misses an exam due to an excused absence is required to take the makeup during the first week of the spring semester as designated by the registrar. Per university policy, excused absences are only granted in cases of a conflicting class, a conflicting exam, a religious holiday, or serious illness or grave family emergencies, and each of these situations must be documented to our satisfaction. Job interviews, incompatible travel plans, and forgetfulness are considered unexcused absences. Contact the Head TA immediately should you fall into this category. We require one week's notice (that is, by May 1) for foreseeable conflicts.

#### OTHER ISSUES:

*Withdrawing from the class:* Due to the importance of the group project in this class and the difficulties in dealing with changing group membership once the group begins working, absolutely no requests for withdrawing from the class will be approved after Friday, February 29.

*Academic integrity:* We expect that students will 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 (including Online Discussion Contributions). Additional information on plagiarism is available on webCafé. Please contact your TA if you have any questions about expectations.

*Focus groups:* I will hold several "focus group" meetings with students. I expect that the discussion during these meetings will provide me with some useful feedback on how things are going with the class. While there is no credit given for this attendance, it will give us the opportunity to get to know each other that is harder to achieve in lecture. Please come to the focus group prepared to discuss what is working well for you as well as what might be adjusted in the short-term (to help you) or the long-term (to help subsequent Mgmt 101 students). Focus groups are limited to 15 people and you should sign up on webCafé by the day before the meeting. You may only sign up for one focus group. I have scheduled a few focus groups for the first half of the semester and will add more depending on demand.

## MGMT 101 SYLLABUS – SPRING 2008

### Week 1 – Jan 21. Introduction to Case Discussions

#### NO LECTURE

Recitation: Introduction (no assignment)

### Week 2 - Jan 28. Introduction to Mgmt 101

Lecture :                   \* Weber, “The Ideal Bureaucracy,” pp. 1-7.  
                              \* Nadler and Tushman, “Mapping the Organizational Terrain,” pp. 9-29.

Recitation:               “The Case of Telefit Inc.” (on webCafé)  
                              - What is the problem at Telefit Inc.?  
                              - What should have been done differently?  
                              - What should be done now?

### Week 3 – Feb 4. Inputs: Environment, Resources, History

Lecture:                   \* “Analyzing the External Environment of the Firm,” pp. 31-61.

Recitation:               “Swatch and the Global Watch Industry,” pp. 63-88.  
                              - Assess the attractiveness of the watch industry prior to 1940.  
                              - After this time, what environmental changes altered the industry’s attractiveness?  
                              - How and why were the various firms/countries discussed in the case able (or unable) to adapt?

Feb. 8 deadline:       Group signups (due 5 pm).

### Week 4 – Feb 11. Outputs: Goals and Effectiveness

Lecture:                   \* Latham, “The Motivational Benefits of Goal-Setting,” pp. 89-92.  
                              \* Seashore, “Criteria of Organizational Effectiveness,” pp. 93-99.  
                              \* “Integrating Financial Analysis and Stakeholder Perspectives: The Balanced Scorecard,” pp. 101-104.  
                              \* “Ethics and Social Responsibility,” pp. 105-139.

Recitation:               “How Danny Died,” Chicago magazine, 1998\_chicmag.pdf (webCafé)  
                              “The Playskool Travel-Lite Crib (A/B/C),” (webCafé)  
                              Also examine [www.kidsindanger.org](http://www.kidsindanger.org)  
                              - Which stakeholder management strategy did Kolcraft use to deal with the emerging crisis initially? Which did they use later, once the lawsuits were filed? Which strategy do you feel would have been most appropriate and why?  
                              - To what extent did Kolcraft have an ethical responsibility to do more to ensure its product was safe for consumers? To what extent does Hasbro have a responsibility?  
                              - What should be the goals of the CPSC? Can the CPSC measure its effectiveness? How?

Feb. 15 deadline:      Identify three possible organizations for group project (due 5 pm).

## **Week 5 – Feb 18. Business-Level Strategy**

- Lecture:                   \* “Value-Chain Analysis,” pp. 141-153.  
                              \* “Business-Level Strategy: Creating and Sustaining Competitive Advantages,” pp. 138-173.
- Recitation:               “Wal-Mart Stores in 2003,” pp. 191-222.
- What are the bases of Wal-Mart’s profitability in discount retailing?
  - Can Wal-Mart sustain its competitive advantage in this arena? Why or why not?
  - How transferable are Wal-Mart’s advantages as it is moving beyond US discount retailing?
- Assignment:             Bring a short (one-page) Porter’s Five Forces analysis of Wal-Mart to class. This assignment to be handed in to your TA before class starts.
- Feb. 22 deadline:       First online discussion contribution (due 5 pm).

## **Week 6 – Feb 25. Corporate-Level Strategy**

- Lecture:                   \* “Corporate-Level Strategy: Creating Value through Diversification,” pp. 223-256.
- Recitation:               “Millennium Pharmaceuticals, Inc. (A),” pp. 257-280.
- How has Millennium competed? How has it managed its rapid growth?
  - How do you explain Millennium’s success?
  - What has been Millennium’s alliance strategy? How has it differed from other biotechnology firms?
  - Would you accept the Lundberg alliance? Why or why not?
- Feb. 29 deadline:       Preliminary project plan for group project (due 5 pm).

## **Week 7 – Mar 3. Formal Organization I: Structure**

- Lecture:                   \* “Creating Effective Organizational Designs,” pp. 281-304.  
                              \* Steven Kerr, “On the Folly of Rewarding A While Hoping for B,” pp. 305-312.
- Recitation:               No recitation; midterm review sessions to be determined

**MIDTERM EXAM Wednesday March 5, 6:00pm – 8:00pm**

## **Week 8 – SPRING BREAK**

## **Week 9 – Mar 17. Formal Organization II: Control and Reward Systems**

- Lecture: \* Re-read: Steven Kerr, “On the Folly of Rewarding A While Hoping for B,” pp. 305-312.
- Recitation: “Gary Rodkin at Pepsi-Cola North America,” pp. 313-331.
- What are the key problems facing Gary Rodkin?
  - Describe PCNA’s environment. What is its strategy?
  - Does PCNA’s structure fit its strategy? Why or why not?
  - What should Rodkin do now? Why?

## **Week 10 – Mar 24. Work: Interdependent Tasks**

- Lecture: \* Smith, “Of the Division of Labour,” pp. 333-339.  
\* “Grouping Tasks into Jobs: Job Design,” pp. 341-344.  
\* “Human Resource Management,” just read page 357 on “Job Analysis” for this week
- Recitation: Job Design Exercise
- Assignment: From your past work experiences, prepare a *short* (no more than 1 page total) description of a job you loved and a job you hated. Try to be concise and descriptive. What features of the work led you to like/dislike the job? Note: “Work” can mean many things, so if you haven’t had clear work experience, you may use volunteer work or something similar. *Bring two copies of your written response to class.*
- Mar. 28 deadline: Group project draft and progress report (due 5 pm).
- Mar. 30 deadline: RAISE assignment must be completed by 11 pm (See recitation assignment for Week 9, below).

## **Week 11 – Mar 31. People: Managing a Diverse Workforce**

- Lecture: \* “Human Resource Management,” pp. 345-382.
- Recitation: RAISE (Learning Lab exercise)
- Log into the website (<http://rio.wharton.upenn.edu/raise>) with your Wharton id and password.
  - Follow the instructions online and decide on a pay increase for each engineer (in both dollar and percentage-over-current salary) and provide a rationale of what factors you used in your decisions.
  - Print out a copy of your decisions and bring them to class.
  - This assignment must be completed before 11 pm on Sunday, March 30.
  - If you have a laptop with a wireless card that you can readily bring to class this week to facilitate discussion, please do so.

## **Week 12 – Apr 7. Informal Organization: Culture and Socialization**

Lecture: \* “Managing Organizational Culture and Change,” pp. 383-403.

Recitation: “JetBlue Airways: Starting from Scratch,” pp. 405-424.

- What is the “culture” at JetBlue?
- Why are “values” and “culture” important at JetBlue?
- What are the key success factors for JetBlue?
- How is JetBlue similar or different from Southwest?

Apr. 11 deadline: Final written group project (due 5 pm).

## **Week 13 – Apr 14. Organizations as Networks**

Lecture: \* Krackhardt, “Informal Networks: The Company Behind the Chart,” pp. 425-433.

Recitation: Group presentations

## **Week 14 – Apr 21. Review: Organizational Evolution**

Lecture: \* Tushman, Newman and Romanelli, “Convergence and Upheaval: Managing the Unsteady Pace of Organizational Evolution”, pp. 435-445.

Recitation: “Compagnie Lyonnaise de Transport,” pp. 447-463.

- What do Tuille, LaCroix, and Roux each think should be done about the TRC? You will be asked to play the role of one of these characters in discussion, so be prepared to present any of their perspectives.
- Now consider Tremblay's perspective. How does he feel about the TRC? What might he recommend to LaCroix?

Apr. 25 deadline: Second online discussion contribution (due 5 pm).

**FINAL EXAM: Thursday May 8, 6-8 p.m.**