**Management 100:  Leadership and Communication in Groups**
**The Wharton School, University of Pennsylvania**
**Professors Greenhalgh, Maxwell, and Myers**
**Spring 2010**

*"Leadership is at its best when the vision is strategic, the voice persuasive, the results tangible"*
*Michael Useem, <u>The Leadership Moment</u>*

<u>**Course Description**</u>
***Design:***  Management 100 provides 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.  By the end of the term, you will forge relationships with members of your team and section and also have a greater sense of your individual strengths and opportunities for personal development.

***Delivery:***  12 sections of approximately 60 students are scheduled each year (nine in the fall; three 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.

***Projects:***  Over the course of the year, Wharton undergraduates complete nearly 70 field projects through Management 100.  In the fall, freshmen participate in community service projects, a good number supplied by the United Way; in the spring, upper level students work on consulting projects sponsored by Wharton's Small Business Development Center (SBDC).  The field projects—whether community service or consulting—provide an excellent opportunity for you to develop your skills, participate in a high performance team, and contribute to the greater community.  Although the time does vary from week to week and project to project, each team member should plan to spend three hours a week outside of class on project work.

***A note to freshmen:***  Your service project may entail raising some seed money in order to execute your project, but keep in mind that University policies bar fundraising as the primary objective of any project and prohibit the solicitation of fellow students in College Houses or University buildings.

***A note to upper level students:***  Your consulting project is an external communications audit—a thorough accounting of a business's external communications with its various stakeholders.  Typically, an audit focuses on three broad areas:
➢ **Portfolio Review**—a critical analysis of a business's current communications material in all media (print, electronic, broadcast, Internet).  A portfolio review will look at issues of content, design, effectiveness, readability, and professionalism.
➢ **Competitor Research**—similar to a Portfolio Review, but focusing on the business's key competitors.  How are competitors communicating with their stakeholders?  How does your client's business compare?
➢ **Voice of Customer**—Research to understand how customers perceive your client's communications.  Are current messages and distribution channels effective?  Do customers

understand the message(s) you client is communicating?  How do customers want to be communicated with?  What media and messages would be most effective?

An audit usually includes both primary research (original research developed specifically for your client's business and customers) and secondary research (a review of pre-existing analysis of industry trends, standards, and best practices).  Assistance with the research component of your project is available from the Lippincott Library:  lippinco@wharton.upenn.edu; (215) 898-5924.

The finished audit includes an analysis of the Portfolio Review, Competitor Research, and Voice of Customer; identification of the business's strengths, weaknesses, and opportunities in external communications; and recommendations for improvement.

**Team Advisors (TAs):**  Your Management 100 TA will facilitate your group, advise you on the scope of your project and your relationship with your client.  Your TA will give you guidance on assignments in the course.  In the spring, professional consultants from The Wellynn Group, LLC, assist the TAs and help teams manage project content and scope.

**webCafé:**  Every section of Management 100 has a corresponding e-room or web*Cafe* that fosters anytime/ anywhere learning, team development, and the use of new technologies to enhance curriculum.  Check web*Cafe* daily for team updates and faculty previews of the week.

**Materials:**  Course materials include a required course pack made up of readings, some recommended by former students in the course, and several recommended texts: *Economical Writing, The Business Writer's Handbook,* and *Say It With Presentations.*  You can access your readings on line and purchase a hard copy at Wharton Reprographics.  You can buy the recommended texts at the University of Pennsylvania Book Store.  A limited number of handouts and on-line instructional materials (such as the Temperament Sorter) will be charged to your bursar account.

**Academic Practice:**  During the course of the semester, you will be representing your team, the Wharton School, and the University of Pennsylvania.  As a representative of the University, your behavior and conduct must be exemplary.  In accordance with the University's code on academic conduct, prohibited activities include cheating, plagiarism, fabrication, multiple submissions, misrepresentation of academic records, facilitating academic dishonesty, and unfair advantage.  If you are unsure if an action constitutes a violation, please refer to the code and consult with your instructor:  http://www.vpul.upenn.edu/osl/acadint.html.

**Assessment, Evaluation & Grading:**  Since Management 100 is highly interactive and experiential, attendance in lectures and recitations is mandatory.  More than three un-excused absences will have a negative impact on your individual performance evaluation and grade.  Instructors do not grant incompletes, and grade books are closed once grades are posted.

Management 100 puts equal weight (50%/ 50%) on individual work and on team work.  Moreover, the ability to exercise leadership (as an individual and as a team) amounts to 45% of your final grade; speaking skills (individual and team), 40%; and individual writing skills, 15%.  Since communication is such an important leadership skill, professional consultants will assist in the assessment of your status report.  See the chart below for a summary of assignments, evaluation, and grading.

In order to achieve consistency of evaluation and grading across teams, the *grades are standardized on assignments in which the TA is the lead evaluator and grader* (namely, writing assignments and performance reviews). Moreover, in order to achieve consistency across sections, the *grade distribution* in each cohort is as follows: Typically, 30% of students earn A or A-, 60% of students earn B+, B, or B-, and no more than 10% of students earn C+ or below. In determining percentages, instructors take into account student performance in the context of both the class and the team and look for natural breaks. Since one of the main objectives of the course is building high performance teams, Management 100 instructors set you up for success and expect you to do well.

| Summary of Assignments, Evaluation, and Grading | | | | | | |
|---|---|---|---|---|---|---|
| *Individual Work* | *Assignment* | *Due Date* | *Lead Evaluator(s)* | *% Points* | *Sub-Totals* | |
| **Writing & Reading** | Images of Leadership | **Jan. 14** | **Team Advisor** | **3%** | **15%** | **50%** |
| | Team Case Analysis | **Feb. 23** | **Team Advisor** | **5%** | | |
| | Tagging Images of Leadership | **Jan. 14 Jan. 28 Feb. 4 Feb. 11 March 2 March 16 March 30** | **Team Advisor** | **7%** | | |
| **Speaking** | Status Report | **Feb. 25 March 4 March 18 March 25 April 1** | **Communication Consultant & Instructor** | **15%** | **15%** | |
| **Leadership** | First Performance Review | **Feb. 23** | **Team Advisor & Instructor** | **5%** | **20%** | |
| | Second Performance Review | **April 27** | **Team Advisor & Instructor** | **15%** | | |
| *Team Work* | *Assignment* | *Due Date* | *Lead Evaluator(s)* | *% Points* | *Sub Totals* | |
| **Speaking** | Client Presentation | **April 20 or April 22** | **Instructor** | **25%** | **25%** | **50%** |
| **Leadership** | First Team Performance Review | **Feb. 23** | **Client, Team Advisor & Instructor** | **10%** | **25%** | |
| | Second Team Performance Review | **April 27** | **Client, Team Advisor & Instructor** | **15%** | | |

| Monday | Tuesday | Wednesday | Thursday | Friday |
|---|---|---|---|---|
| 1/11 | 1/12 | 1/13<br>**Informal Meeting** | 1/14<br>**Images of Leadership**<br><br>***IOL due ~ Post and tag*** | 1/15<br>**Informal Meeting** |
| 1/18<br>**Martin Luther King, Jr. Holiday**<br>**Informal Meeting (TBC )** | 1/19<br>***Prospective Client Presentations***<br>● Team Case, *Ten minutes to make a decision* | 1/20<br>**Recitations**<br>Project Ranking | 1/21<br>**LOST!  Group Survival**<br>● Surowiecki, *The Wisdom of Crowds*<br><br>Cascades<br><br>***Temperament Sorter Due*** | 1/22<br>**Recitations**<br>Project Ranking |
| 1/25<br>**Recitations**<br>Project Ranking | 1/26<br>**Project Consultant Presentation**<br><br>***SBDC Conflict of Interest and Professional Behavior Statements due***<br><br>Getting started | 1/27<br>**Recitations**<br>Client Meeting | 1/28<br>**Vision, Mission, Value**<br>● Senge, *The leaders' new work*<br>● Drucker, *What is our mission?*<br>● Lencioni, *Make your values mean something*<br><br>Egg Exercise<br><br>***VIA Survey of Character Strengths due :***<br>http://www.authentichappiness.sas.upenn.edu/Default.aspx<br><br>***IOL ~ Retag*** | 1/29<br>**Recitations**<br>Client Meeting |

| Monday | Tuesday | Wednesday | Thursday | Friday |
|---|---|---|---|---|
| 2/1 **Recitations** Client Meeting | 2/2 **Responsible Leadership** <br> • Bagley, *The ethical leader's decision tree* <br> • Seglin, *How to make tough ethical calls* <br> • HBS, *Professionals' quandaries* <br><br> Ethical quandaries | 2/3 **Recitations** Drafting your email/ letter of engagement | 2/4 **Leadership Temperaments** <br> • Keirsey, *Temperament and Character* <br> • Ancona, Malone, Orlikowski, and Senge, Excerpt from *In praise of the incomplete leader* <br><br> Temperament Sorter <br><br> *IOL ~ Retag* | 2/5 **Recitations** Drafting your email/ letter of engagement |
| 2/8 **Recitations** Drafting your email/ letter of engagement | 2/9 **Differences Matter** <br> • Rosenzweig, *National culture and management* <br> • HBS Case, *Karen Leary* <br><br> Karen Leary Role Plays <br><br><br> *Letter of Engagement & Work Plan Drafts Due* | 2/10 **Recitations** Research Basics Secondary Research Van Pelt Library Glossberg Seminar Room (room 247) | 2/11 **Leadership Behaviors** <br> • Waterman and Rogers, *Introduction to the FIRO-B instrument;* FIRO-B <br> • Goldsmith, Ex*cerpt* from *What got you here won't get you there* <br> • Team Cases, *Safeguards, Can't write today, You can do the typing* <br><br> *IOL~ Retag* | 2/12 **Recitations** Research Basics Secondary Research Van Pelt Library Glossberg Seminar Room (room 247) |

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| 2/15<br>**Recitations**<br>Research Basics<br>Secondary Research<br>Van Pelt Library<br>Glossberg Seminar Room<br>(room 247) | 2/16<br>**Writing Skills**<br>• Shipley and Schwalbe, *How to write (the perfect) email*<br>• Brusaw, Alred, and Oliu, *The Business writer's handbook*<br>• McCloskey, *Economical writing*<br><br>***Draft of Team Case due*** | 2/17<br>**Recitations**<br>Presentation Skills | 2/18<br>**Speaking Skills**<br>• Zelazny, *Say it with presentations*<br>• Alley and Neeley, *A Case for sentence headlines and visual evidence*<br><br>***Edit of Team Case due*** | 2/19<br>**Recitations**<br>Presentation Skills |
| 2/22<br>**Recitations**<br>Presentation Skills | 2/23<br>**Team Consultations**<br>• McFarland, *Leadership and learning: The Art of asking questions*<br>• Goldsmith, *The One skill that separates*<br>• HBS Note, *Managing interpersonal feedback*<br><br>***Case Analysis due***<br><br>***First Individual and Team Performance Reviews due***<br><br>***Status Report Rehearsals*** | 2/24<br>**Recitations**<br>Group Sculptures | 2/25<br>**First Round of Status Reports** | 2/26<br>**Recitations**<br>Group Sculptures |

| Monday | Tuesday | Wednesday | Thursday | Friday |
|---|---|---|---|---|
| 3/1<br>**Recitations**<br>Group Sculptures | 3/2<br>**Leadership Styles**<br>• Goleman, *Leadership that gets results*<br>• Useem, *Introduction: The Leadership moment; Eugene Kranz returns Apollo 13 to earth*<br><br>Apollo 13 Video Clips<br><br>***IOL ~ Retag***<br><br>***Status Report Rehearsals*** | 3/3<br>**Recitations**<br>Project Work | 3/4<br>**Second Round of Status Reports** | 3/5<br>**Recitations**<br>Project Work |
| 3/8<br>**NO** | 3/9<br>**CLASS** | 3/10<br>**SPRING** | 3/11<br>**BREAK** | 3/12<br>**ENJOY** |
| 3/15<br>**Recitations**<br>Project Work | 3/16<br>**Negotiation Styles**<br>• Shell, *The first foundation; A note on your personal negotiation style*<br>• Thomas and Kilmann, *Conflict mode instrument*<br><br>Negotiation Exercise<br><br>***IOL ~ Retag***<br><br>***Status Report Rehearsals*** | 3/17<br>**Recitations**<br>Primary and Secondary Research Check Point | 3/18<br>**Third Round of Status Reports** | 3/19<br>**Recitations**<br>Primary and Secondary Research Check Point |

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|---|---|---|---|---|
| 3/22 <br> **Recitations** <br> Primary and Secondary Research Check Point | 3/23 <br> **Making Teams Work** <br> • Katzenbach and Smith, *The Discipline of teams* <br> • Wetlaufer, *The Team that wasn't* <br><br> Team Fitness Test <br><br> ***Status Report Rehearsals*** | 3/24 <br> **Recitations** <br> Project Work | 3/25 <br> **Fourth Round of Status Reports** | 3/26 <br> **Recitations** <br> Project Work |
| 3/29 <br> **Recitations** <br> Project Work | 3/30 <br> **High Performance Teams** <br> • McCann and Margerison, *High-performance teams* <br><br> High Performance Team Exercise <br><br> ***IOL ~ Retag*** <br><br> ***Status Report Rehearsals*** | 3/31 <br> **Recitations** <br> 360 Feedback | 4/1 <br> **Fifth Round of Status Reports** | 4/2 <br> **Recitations** <br> 360 Feedback |
| 4/5 <br> **Recitations** <br> 360 Feedback <br><br> ***Practice Presentation Rehearsal*** | 4/6 <br> **Practice Presentation** <br><br> ***Draft of Slide Deck due*** | 4/7 <br> **Recitations** <br> 360 Feedback <br><br> ***Practice Presentation Rehearsal*** | 4/8 <br> **Practice Presentations** <br><br> ***Draft of Slide Deck due*** | 4/9 <br> **Recitations** <br> 360 Feedback |

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|---|---|---|---|---|
| 4/12 <br> **Recitations** <br> 360 Feedback | 4/13 <br> **Hot Groups** <br> • Leavitt and Lipman-Blumen, *Hot groups* <br><br> 3-D Tic Tac Toe | 4/14 <br> **Recitations** <br> Project Work | 4/15 <br> **Feedback, Coda** <br> ▪ Goldsmith, *Building the future: Try feedforward instead of feedback* | 4/16 <br> **Recitations** <br> Project Work |
| 4/19 <br> **Recitations** <br> Project Work <br><br> ***Client Presentation Rehearsal*** | 4/20 <br> **Client Presentations** <br><br><br> ***Thank You Letters Due*** | 4/21 <br> **Recitations** <br> TA Wrap Up <br><br> ***Client Presentation Rehearsal*** | 4/22 <br> **Client Presentations** <br><br><br> ***Thank You Letters Due*** | 4/23 <br> **Recitations** <br> TA Wrap Up |
| 4/26 <br> **Recitations** <br> TA Wrap Up | 4/27 <br> **Review and Evaluation** <br><br> **Second Individual and Team Performance Reviews due** | 4/28 | 4/29 | 4/30 |

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