



MGMT 101: INTRODUCTION TO MANAGEMENT

FALL 2012

Professor: [Lori Rosenkopf](#)
E-mail: rosenkopf@wharton.upenn.edu
Canvas course site: <https://wharton.instructure.com/courses/411675>
Lectures: 001, M 10:30-11:50 (JMHH F85)
002, M 12-1:20 (JMHH F85)
003, M 1:30-2:50 (JMHH F85)
Office Hours: Vary each week; all in 3018 SH-DH (available on Canvas)
TA Office Hours: Vary by TA; all in 3101 SH-DH (available on Canvas)
Head TA: Nicole Rosenkranz (ronicole@wharton.upenn.edu)

This course is an introduction to the critical management skills involved in planning, structuring, controlling and leading an organization. It provides a framework for understanding issues involved in both managing and being managed, and it will help you to be a more effective contributor to organizations that you join. We develop a “systems” view of organizations, which means that we examine organizations as part of a context, including but not limited to environment, strategy, structure, culture, tasks, people and outputs. We consider how managerial decisions made in any one of these domains affect decisions in each of the others.

MATERIALS:

We use a variety of source materials. The custom text “Introduction to Management” (Rosenkopf and Haas, MGMT-101) can be purchased in either electronic form through the McGraw-Hill site (<https://wharton.instructure.com/courses/411675/assignments/1247838>) at a price of \$50 or in print form through Wharton reprographics at a price of \$65. Note that the electronic textbook chapters are directly accessible from Canvas, but your access only lasts for 180 days. Week 1 materials are accessible via Canvas without a book purchase to give you time to decide which form of the book you might prefer. One multimedia case on CD-ROM should be purchased at Wharton reprographics as well. All other materials are available at no additional charge to you, either in the public domain or through the Penn library system, and are linked directly from the weekly reading and assignment summaries on Canvas. Please note that we cover material in lecture that is not included in the readings, yet is fair game for the final exam. If you cannot attend lecture, each week’s session is taped and available at <https://spike.wharton.upenn.edu/media/index.cfm> for your review.

GRADING:

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

- Two short response papers (5 points total)
- Recitation attendance/preparation/participation (25 points)
- Group project (20 points)
- Midterm exam (20 points)
- Final exam (30 points)

Each assessment is explained in detail on Canvas under “Assignments”. To ensure consistency in grading across the full set of students, recitations and TAs, each of the prior components will be normalized before a composite grade is calculated. While the exams will be normalized across the full set of students taking the course, the other components will be normalized for each TA or recitation.

IMPORTANT NOTE: All students are responsible for reading, understanding and following the policies posted on Canvas regarding [assignments](#), [attendance](#), [grading](#), [integrity](#), and [plagiarism](#).

MGMT 101 SYLLABUS – FALL 2012

Note: Recitations start the week of September 10. There are no recitations on Wednesday, September 5 or Thursday, September 6.

Week 1 (September 10). Introduction: Management and the Congruence Model

- Lecture:
- [Weber, Chapter 1, “The Ideal Bureaucracy”](#)
 - Nadler and Tushman, Chapter 2, “Mapping the Organizational Terrain” (available on Canvas)

- Recitation:
- Introductory discussion using Facebook and Coursera articles

SPECIAL NOTE: Next Monday’s class will meet and be taped on Friday September 14 (12-1:30, room TBD) due to the Rosh Hashanah holiday.

Week 2 (September 17). Inputs: The Competitive Landscape

SPECIAL NOTE: Lecture will meet on Friday September 14 (12-1:30, room TBD) due to the Rosh Hashanah holiday. If you can’t attend this, please watch the lecture on video before recitation.

- Lecture:
- Analyzing the External Environment of the Firm
(Introduction to Management – reading #1, p.1 - 29)
- Recitation:
- Case: The Movie Exhibition Industry: 2011
(Introduction to Management – reading #2, p. 30 - 41)
- Deadline:
- Due Friday, September 21 at 5 pm: Group signups on Canvas.

Week 3 (September 24). Outputs: Goals and Effectiveness

- Lecture:
- [Latham, “The Motivational Benefits of Goal-Setting](#)
(Academy of Management Executive)
 - Kerr, [“On the Folly of Rewarding A While Hoping for B”](#)
(Academy of Management Executive)
 - Analyzing the Internal Environment of the Firm: Integrating Financial Analysis and Stakeholder Perspectives: The Balanced Scorecard
(Introduction to Management – reading #3, p. 42 - 44)
 - Ethics and Social Responsibility
(Introduction to Management - reading #4, p. 46 - 64)
- Recitation:
- Case: Enron (Introduction to Management – reading #5, p. 65 - 74)
- Deadline:
- Due Friday, September 28 at 5 pm: Identify three possible organizations for the group project.

Week 4 (October 1). Business-Level Strategy: How to Compete

- Lecture: • Analyzing the Internal Environment of the Firm: Value-Chain Analysis
 (Introduction to Management – reading #6, p. 75 - 83)
- Business-Level Strategy: Creating and Sustaining Competitive Advantages
 (Introduction to Management – reading #7, p. 84 - 109)
- Recitation: • Case: Nintendo Wii (Introduction to Management – reading #8, p. 110 - 118)
- Deadline: Due before recitation: Submit first short response paper.

Week 5 (October 8). Corporate-Level Strategy: Where to Compete

- Lecture: • Corporate-Level Strategy: Creating Value through Diversification
 (Introduction to Management – reading #9, p. 119 - 144)
- Recitation: • Case: “WWE” (Introduction to Management – reading #10, p. 145 - 151)

Week 6 (October 15). Work: Designing Jobs

- Lecture: • Grouping Tasks into Jobs: Job Design
 (Introduction to Management – reading #11, p. 152 - 154)
- Human Resource Management: Job Analysis
 (Introduction to Management – reading #12, p. 155 - 174)
- Recitation: Job Design Exercise: From your past work experiences, prepare a short description
- No more than 1 page total, of a job you loved and a job you hated.
- This assignment is to be handed in to your TA at the start of recitation.
- Deadline: Due Friday, October 19 at 5 pm: Submit preliminary project plan for group project.

Week 7 (October 22). FALL BREAK. No lecture, no recitations.

MIDTERM EXAM – Thursday October 25, 6-8 pm

Week 8 (October 29). Formal Organization: Structure

- Lecture: • Grouping Jobs into Functions and Division: Designing Organizational Structure
 (Introduction to Management – reading #13, p. 156 - 174)
- Recitation: • Case: Automation Consulting Services
 (Introduction to Management – reading #14, p. 175 - 180)
- Deadline: Due Sunday, November 4 at 11 pm: RAISE (Learning Lab exercise).

Week 9 (November 5). People: Managing Employees

- Lecture:
- Human Resource Management
(Introduction to Management – reading #15, p. 181 - 210)
 - Motivation & Performance
(Introduction to Management – reading #16, p. 211 - 221)

Recitation: RAISE (Learning Lab exercise).

Deadline: Due Friday, November 9 at 5pm: Submit group project progress report.

Week 10 (November 12). Informal Organization: Culture and Socialization

- Lecture:
- Organizational Culture
(Introduction to Management – reading #17, p. 222 - 244)

Recitation: • Case: Pixar (Introduction to Management – reading #18, p. 245 - 249)

Deadline: Due before recitation: Submit second short response paper.

Week 11 (November 19). Thanksgiving Break. No lecture. No recitation.

Week 12 (November 26). Networks

- Lecture:
- The Vital Role of Social Capital
(Introduction to Management – reading #19, p. 250 - 257)
 - [Krackhardt and Hanson, Informal networks: The company behind the charts \(Harvard Business Review\).](#)

Recitation: Group project presentations

Week 13 (December 3). Review: Congruence, Fit and Organizational Evolution

- Lecture:
- Creating Ambidextrous Organizational Designs
(Introduction to Management – reading #20, p. 258 - 259)
 - [SKIM: Tushman and O' Reilly "Ambidextrous organizations: Managing evolutionary and revolutionary change" \(Harvard Business Review\)](#)

Recitation: • Multimedia Case: Leadership, Culture, and Transition at lululemon (on CD-ROM)

Deadline: Due December 7 at 5:00pm: Submit group project final papers.

FINAL EXAM: December 12, 3-5pm