



## MGMT 101: INTRODUCTION TO MANAGEMENT

FALL 2013

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Canvas Course Site : <https://wharton.instructure.com/courses/1093995>

Lectures: 001, M 10:30-11:50 (SH-DH 351)  
002, M 12:00-1:20 (SH-DH 351)  
003, M 1:30-2:50 (SH-DH 351)

Office Hours: **Rosenkopf:**  
<https://web.wharton.upenn.edu/scheduler/UGRProgram/>

**Carton:**  
Tuesdays 3:00-5:00 (SH-DH 2021) or by appointment  
(Beginning October 15, 2013)

**TAs:**  
Vary by TA (all in 3101 SH-DH); posted on Canvas

Head TA: Shinjae Won ([wonshinj@wharton.upenn.edu](mailto:wonshinj@wharton.upenn.edu))

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### OVERVIEW

You were born in an organization. You are learning in an organization. You will work in an organization. You will rely on organizations for most of your needs for the rest of your life—your basic necessities, your hobbies, and community activities. Organizations emerge because individuals can't (or don't want to) accomplish their goals alone. Therefore, an organization is most often defined as a collective oriented toward a common goal.

Management is the art and science of making this orientation happen. Managers in an organization determine (1) where it should go and (2) how it is going to get there. Said differently, managers *formulate* strategies and then *implement* those strategies.

Management occurs throughout all levels of the organization. In this course, we will examine how the twin processes of strategy formulation and implementation each require different tactics depending upon whether they are applied to individual workers, dyadic relationships, teamwork, business units, or the

entire organization. As an example, motivating a group to successfully implement a strategy requires a different set of managerial skills than coordinating action so that an entire organization can successfully implement its strategy.

By examining strategy formulation and implementation at multiple levels, you will develop a managerial mindset which allows you to improve how organizations function. You will acquire a portable toolkit of ideas on how to improve organizational effectiveness as well as the professional lives of those who work for you. This includes an understanding of reward and control systems, job design, organizational design, and culture.

## MATERIALS

We use a variety of source materials. First, the custom text “Introduction to Management” (Rosenkopf and Haas, MGMT-101) can be purchased in either electronic form through the McGraw-Hill site (Use first link in <https://wharton.instructure.com/courses/1093995/modules>) at a price of \$50 or in print form through Wharton Printing (400 SH-DH) 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. Second, additional required readings are found in a supplementary pack available through study.net or Wharton Printing. 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 exams.

## GRADING

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

- Four brief assignments (1-3 points each for 8 points total)
- Recitation attendance (10 points)
- Recitation participation (10 points)
- Group presentation (4 points)
- Group written report (8 points)
- Midterm exam (20 points)
- Final exam (40 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, we subtotal the items graded by your TA (brief assignments, recitation attendance and participation, and group presentation and report) and normalize this figure for each TA before calculating your overall grade. As a general policy in MGMT 101 **we do not accept late submissions for any assignment.**

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

## COURSE POLICIES

### *Course absences*

Recitation attendance is an important part of your performance in this course. Course absences must be reported through the Course Absence Reports (CAR) system. Students are permitted two CAR-documented absences for any reason (with the exception of group presentation week, where absences are separately and heavily penalized as described in the group project assignment). Said differently, failing to provide information on any absence through the CAR system in a timely fashion will result in loss of attendance credit, even if you have not already accrued the two allowable absences. Note that the CAR system should not be used for days on which exams are scheduled as you will need to contact your TA and the head TA directly to make other arrangements for completing the exam.

Students can enter the Course Absence Report system, and submit and review Course Absence Reports for this course, through Penn InTouch. A direct link to the system is also available here: <https://medley.isc-seo.upenn.edu/pennInTouch/jsp/fast.do?fastStart=explicit&page=absenceReport>.

### *Withdrawing from the class*

We will not approve any request to withdraw from the class that is submitted after October 4. This is due to the importance of the group project and associated difficulties in accommodating changing group membership once the project work has commenced.

### *Midterm/Final exam conflicts*

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. Job interviews, incompatible travel plans, and forgetfulness are not considered unexcused absences. We require at least two weeks' notice for foreseeable conflicts

### *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.

## PART 1: INTRODUCTION

- Week 0: September 2
  - **No lecture due to Labor Day holiday**
  - Assignment Deadlines
    - For recitation: Review course policies posted on Canvas regarding assignments, attendance, grading, integrity and plagiarism
    - Friday, September 8 at 5 pm: Group signups
- Week 1: September 9
  - **Topic**
    - **Management: Formulating and Implementing Strategy across Organizational Levels**
  - Readings for Lecture
    - Weber, *The Ideal Bureaucracy* (available on Canvas)
    - Nadler and Tushman, *Mapping the Organizational Terrain* (available on Canvas)
  - Assignment Deadline
    - Friday, September 13 at 5 pm: Identify 3 possible organizations for the group project

## PART 2: BEFORE FORMULATING AND IMPLEMENTING STRATEGY

- Week 2 (September 16)
  - **Topic**
    - **Before Formulation and Implementation: Surveying Environment and Inputs**
  - Reading for Lecture
    - *Analyzing the External Environment of the Firm* (Introduction to Management (ITM, main text for course) – reading #1, pages 1 – 29)
  - Assignment Deadline
    - For recitation: Read *The Movie Exhibition Industry: 2011* (ITM – reading #2, pages 30 - 41)

## PART 3: FORMULATING STRATEGY

- Week 3 (September 23)
  - **Topic**
    - **Formulating Business-Level Strategy: How to Compete**
  - Readings for Lecture
    - *Analyzing the Internal Environment of the Firm: Value-Chain Analysis* (ITM – reading #6, pages 75 - 83)
    - *Business-Level Strategy: Creating and Sustaining Competitive Advantages* (ITM – reading #7, pages 84 - 109)
  - Assignment Deadlines
    - Due before recitation on Canvas: Porter's Five Forces Analysis
    - For recitation: Read *Nintendo Wii* (ITM – reading #8, p. 110 - 118)
    - For recitation: Article on Wii (WSJ):  
<http://online.wsj.com/article/SB10001424127887324595904578120011485183202.html>

- Week 4 (September 30)
  - **Topic**
    - **Formulating Corporate-Level Strategy: Where to Compete**
  - Reading for Lecture
    - *Corporate-Level Strategy: Creating Value through Diversification* (ITM – reading #9, pages 119 - 144)
  - Assignment Deadlines
    - For recitation: Read *healthymagination at GE* (study.net)
    - Friday, October 4 at 5 pm: Submit preliminary project plan for group project.
  
- Week 5 (October 7)
  - **Topic**
    - **Review sessions / Exam**
  - Lecture
    - Review sessions run by TAs during regular lecture times
  - Exam
    - October 7, 6:15-7:45 pm (room assignments on canvas)
  - No recitation (Fall Break)
  
- Week 6 (October 14)
  - **Topics**
    - **The Role of Teams in Formulating Strategy: Decision Making and Problem Solving**
    - **The Role of Dyads in Formulating Strategy: Knowledge Seeking and Negotiation**
  - Reading for Lecture
    - Case: *Commodity Purchase* (study.net)
  
- Week 7 (October 21)
  - **Topics**
    - **The Role of Individuals in Formulating Strategy: Decision Making and Ethics**
    - **The Role of Change in Formulating Strategy**
  - Reading for Lecture
    - Ethics (ITM - reading #4, pages 54 - 60)
    - Heath & Heath, *Point to the Destination* from “Switch” (study.net)
  - Assignment Deadlines
    - For recitation: Read *PINTO fires* (study.net)
    - For recitation: Craft a destination postcard

#### **PART 4: IMPLEMENTING STRATEGY**

- Week 8 (October 28)
  - **Topic**
    - **Implementing Strategy at the Individual Level: Self-Direction**

- Reading for Lecture
  - Wrzesniewski, Berg, & Dutton, *Managing yourself: Turn the job you have into the job you want*
- Assignment deadlines:
  - For recitation: List your core motives
  - For recitation: Job sculpting paper due at start of recitation
  - Sunday, November 3 at 11 pm: RAISE (Learning Lab exercise).
- Week 9 (November 4)
  - **Topic**
    - **Implementing Strategy at the Dyadic Level: Motivating and Rewarding Others**
  - Readings for Lecture
    - *Motivation & Performance* (ITM – reading #16, pages 211 - 221)
    - Kerr, *On the Folly of Rewarding A While Hoping for B*
    - *Grouping Tasks into Jobs: Job Design* (ITM – reading #11, pages 152 - 154)
    - *Human Resource Management: Job Analysis* (ITM – reading #12, pages 155 - 174)
- Week 10 (November 11)
  - **Topic**
    - **Implementing Strategy at the Team Level: Coordination, Conflict, and Diversity**
    - **Implementing Strategy at the Unit Level: Networks and Multi-team Management**
  - Readings for Lecture
    - *The Vital Role of Social Capital* (ITM – reading #19, pages 250 - 257)
    - [Krackhardt and Hanson, \*Informal networks: The company behind the charts\* \(Harvard Business Review\)](#)
- Week 11 (November 18)
  - **Topic**
    - **Implementing Strategy at the Organizational Level: Design and Culture**
  - Readings for Lecture
    - *Grouping Jobs into Functions and Divisions: Designing Organizational Structure* (ITM– reading #13, pages 156 - 174)
    - *Organizational Culture* (ITM – reading #17, pages 222 - 244)
  - Assignment Deadlines
    - For recitation: Read *Automation Consulting Services* (ITM – reading #14, pages 175 – 180)
    - Friday, November 22 at 5pm: Submit group project progress report.
- Week 12 (November 25)
  - **No class, no recitation (Thanksgiving break)**

- Week 13 (December 2)
  - **Topic**
    - **The Role of Change in Implementing Strategy**
  - Readings for Lecture
    - Heath & Heath, *Find the Feeling* from “Switch” (study.net)
    - Heath & Heath, *Tweak the Environment* from “Switch” (study.net)
    - *Creating Ambidextrous Organizational Designs* (ITM – reading #20, pages 258 - 259)
    - [Skim: Tushman and O’ Reilly, \*Ambidextrous organizations: Managing evolutionary and revolutionary change\* \(Harvard Business Review\)](#)
  - Assignment Deadline
    - For recitation: Group project presentations

### **PART 5: INTEGRATION**

- Week 14 (December 9)
  - **Topic**
    - **Integration: Formulating and Implementing Strategy across Organizational Levels**
  - Reading for Lecture
    - TBD
  - Assignment Deadline:
    - Tuesday, December 10 at 5pm: Submit group project final papers.
  
- Final Exam (Thursday, December 19)
  - 3:00 p.m. to 5:00 p.m.