



## **MGMT 101: INTRODUCTION TO MANAGEMENT**

### **SPRING 2014**

Professor: [Martine Haas](#)  
E-mail: [mrhaas@wharton.upenn.edu](mailto:mrhaas@wharton.upenn.edu)  
Canvas course site: <https://wharton.instructure.com/courses/1099976>  
Lectures: 001, M 10:30-11:50 (in SHDH 350)  
002, M 12-1:20 (in SHDH 350)  
003, M 1:30-2:50 (in SHDH 350)  
Office Hours: Professor: Tuesdays 4-6pm, or by appointment (in 2024 SH-DH)  
TAs: Office hours vary by TA; available on Canvas (all in 3101 SH-DH)  
Head TA: Arjan Markus ([markusa@wharton.upenn.edu](mailto:markusa@wharton.upenn.edu))

---

We all spend much of our lives in organizations. Most of us are born in organizations, educated in organizations, and work in organizations. Organizations emerge because individuals can't (or don't want to) accomplish their goals alone. Management is the art and science of helping individuals achieve their goals together. Managers in an organization determine where their organization is going and how it gets there. Put differently, managers formulate strategies and implement those strategies. This course provides a framework for understanding the opportunities and challenges 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 how management addresses multiple aspects of organizations including their environments, strategy, structure, culture, tasks, people, and outputs, as well as how managerial decisions made in any one of these domains interrelate with 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/1099976/modules>) 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 through 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 for the last recitation is available for purchase separately through this [link](#), for a price of \$10. 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:

- Recitation attendance (10 points)
- Recitation participation (10 points)
- Recitation short assignments x4 (10 points)
- Group project (20 points)
- Midterm exam (20 points)
- Final exam (30 points)

## COURSE POLICIES:

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

### *Course assignments*

Each course assignment 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 assignments graded by your TA (recitation attention, participation, and response papers, and the group project) and normalize this subtotal for each TA before calculating your overall grade. As a general policy in MGMT101, we do not accept late submissions for any assignment.

### *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 February 14. 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.

## MGMT 101 SYLLABUS – SPRING 2014

### Week 1 (Wed, January 15). Introduction: Management and the Congruence Model

Lecture: NB: LECTURE IS ON A WEDNESDAY FOR THIS WEEK ONLY

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

Recitation: NO RECITATION THIS WEEK

### Week 2 (January 20). No lecture due to MLK day; Recitations only

Lecture: NO LECTURE THIS WEEK DUE TO MLK DAY

Recitation: • Introductory discussion

Deadline: Due Friday, January 24 at 5 pm: Group signups in Canvas.

### Week 3 (January 27). Inputs: The Competitive Landscape

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)

### Week 4 (February 3). 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)  
• [WSJ, November 16, 2012: “Nintendo’s Wii U Puts Hardware Strategy to the Test”](#)

Deadline: Due Friday, February 7 at 5 pm: Identify 3 possible organizations for the group project

### Week 5 (February 10). Corporate-Level Strategy: Where to Compete

Lecture: • Corporate-Level Strategy: Creating Value through Diversification  
(Introduction to Management – reading #9, p. 119 - 144)

Recitation: • Case: Lego  
[Chicago Tribune, January 14, 1996: “Lego looks beyond its blocks”](#)  
[The Guardian, March 25, 2009: “Toy Story”](#)  
[NY Times, Sept 5, 2009: “Turning to tie-ins, Lego thinks beyond the brick”](#)

Deadline: Due before recitation: Short Assignment 1 (Environment Analysis)

### **Week 6 (February 17). 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  
(Introduction to Management – reading #3, p. 42 – 44)
  - Ethics and Social Responsibility  
(Introduction to Management - reading #4, p. 46 - 64)
- Recitation:
- Case: Starbucks  
[Argenti, "Collaborating With Activists: How Starbucks Works With NGOs"](#)  
(California Management Review)
- Deadline: Due Friday, February 21 at 5 pm: Preliminary project plan for group project.

### **Week 7 (February 24). Midterm Review & Midterm Exam**

- Lecture:
- Midterm Review Sessions will be held during lecture times  
(please attend the lecture time for which you are registered, at 10.30, 12, or 1.30pm)
- Recitation:
- No recitation

\*\*\*\*\* MIDTERM EXAM – Wednesday, February 26: 6-8pm \*\*\*\*\*

### **Week 8 (March 3). 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
- Deadline: Due before recitation: Short Assignment 2 (Job Design Exercise).

### **Week 9 (March 10). SPRING BREAK. No lecture, no recitations.**

### **Week 10 (March 17). Formal Organization: Structure**

- Lecture:
- Grouping Jobs into Functions and Divisions: 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, March 23 at 11 pm: Short Assignment 3 (RAISE Exercise).

### **Week 11 (March 24). 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, March 28 at 5pm: Group project progress report

### **Week 12 (March 31). Informal Organization: Culture**

- 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: Short Assignment 4 (Culture Analysis).

### **Week 13 (April 7). 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 preparation

### **Week 14 (April 14). Group Project Week**

Lecture:     • No lecture. Use the time to work on your group project.

Recitation:   • Group project presentations

Deadline:     Due Sunday, April 20 at 5pm: Group project final papers.

### **Week 15 (April 21). Integration: 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 ([link](#))

\*\*\*\*\* **FINAL EXAM – Tuesday, May 13: 3-5 pm** \*\*\*\*\*