



MGMT 101: INTRODUCTION TO MANAGEMENT SUMMER 2014

Professor:	Arjan Markus
E-mail:	markusa@wharton.upenn.edu
Canvas course site:	https://wharton.instructure.com/courses/1241122
Lectures:	M-Th 9:00-10:50 (in SHDH 211)
Office Hours:	Th 2-4pm, or by appointment (in SHDH 3029)
TA	Shinjae Won
E-mail:	wonshinj@wharton.upenn.edu
Office Hours:	By appointment (in SHDH 3101)

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://canvas.upenn.edu/courses/1241122/modules>) at a price of \$76.50 or in print form through Wharton reprographics at a price of \$50. Note that the electronic textbook chapters are directly accessible through Canvas, but your access only lasts for 180 days. One multimedia case for the last case is available through this [link](#). 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:

- Case attendance (10 points)
- Case participation (10 points)
- Case 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”. As a general policy in MGMT101, we do not accept late submissions for any assignment.

Course absences

Case 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. 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 the professor 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 after the class has started. 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 one week's 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 the professor if you have any questions about expectations.

MGMT 101 SYLLABUS – SUMMER 2014

Tuesday, May 27. Introduction: Management and the Congruence Model

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

Deadline: None

Wednesday, May 28. Inputs: The Competitive Landscape

- Lecture: • Analyzing the External Environment of the Firm
 (Introduction to Management – reading #1, p.1 - 29)

Deadline: Group Project: Team signup (Canvas) @ 5pm

Thursday, May 29. Case Discussion (Inputs)

- Lecture: • Case: The Movie Exhibition Industry: 2011
 (Introduction to Management – reading #2, p. 30 - 41)

Deadline: Group Project: Identify 3 potential organizations (Canvas) @ 5pm

Monday, June 2. 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)

Deadline: None

Tuesday, June 3. Case Discussion (Business-Level Strategy)

- Lecture: • 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: None

Wednesday, June 4. Corporate-Level Strategy: Where to Compete

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

Deadline: Group Project: Preliminary project plan (Canvas) @ 5pm

Thursday, June 5. Case Discussion (Corporate-Level Strategy)

- Lecture: • 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 case: Short Assignment 1 (Environment Analysis)

Monday, June 9. 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)
- Deadline: None

Tuesday, June 10. Case Discussion (Outputs)

- Lecture: • Case: Starbucks
 [Argenti, "Collaborating With Activists: How Starbucks Works With NGOs"](#)
 (California Management Review)
- Deadline: None

Wednesday, June 11. * MIDTERM EXAM *** (in class)**

Thursday, June 12. 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)
- Deadline: None

Monday, June 16. Case (Job Design Exercise)

Lecture: • Case: Job Design

Deadline: Due before case: Short Assignment 2 (Job Design Exercise)

Tuesday, June 17. Formal Organization: Structure

Lecture: • Grouping Jobs into Functions and Divisions: Designing Organizational Structure
(Introduction to Management – reading #13, p. 156 - 174)

Deadline: None

Wednesday, June 18. Case (Structure)

Lecture: • Case: Automation Consulting Services
(Introduction to Management – reading #14, p. 175 - 180)

Deadline: Group Project: draft and progress report @ 5pm

Thursday, June 19. 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)

Deadline: Due Sunday June 22 @ 11pm: Short Assignment 3 (RAISE Exercise)

Monday, June 23. Case (Managing Employees: RAISE)

Lecture: • Case: RAISE

Deadline: None

Tuesday, June 24. Informal Organization: Culture

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

Deadline: None

Wednesday, June 25. Case (Culture)

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

Deadline: Due before case: Short Assignment 4 (Culture Analysis)

Thursday, June 26. Networks, Ambidexterity and Congruence

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)
 • Creating Ambidextrous Organizational Designs
 (Introduction to Management – reading #20, p. 258 - 259)
 • *Skim:* [O’Reilly III & Tushman, “Ambidextrous Organizations”](#)
 (Harvard Business Review)

Deadline: Group Project: Final paper due @ 5pm
 Group Evaluation: Friday June 27 @ 5pm

Monday, June 30. Case (Congruence)

Lecture: • Multimedia Case: Leadership, Culture, and Transition at Lululemon ([link](#))

Deadline: None

Tuesday, July 1. Class Wrap Up and Final Exam Review

Wednesday, July 2. * FINAL EXAM *** (in class)**