

THE WHARTON SCHOOL OF THE UNIVERSITY OF PENNSYLVANIA

MGMT 101: INTRODUCTION TO MANAGEMENT

SUMMER 2010

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Sections: 910, M-Th 9:00-10:35 (F 65 JMHH)

My Office Hours: Thursdays 12.30-2:00 pm

This course addresses contemporary management challenges stemming from changing organizational structures, complex environmental conditions, new technological developments, and increasingly diverse workforces. It highlights critical management issues involved in planning, organizing, controlling and leading an organization. This course will help you understand some of the issues involved in both managing and being managed and equip you to become more effective contributors to organizations that you join. In the course, we develop a “systems” view of organizations. This means that we examine many components of organizations, including but not limited to environment, strategy, structure, culture, tasks, people and outputs, and we consider how managerial decisions made in each of these domains has implications for the other domains.

MATERIALS:

A custom text (Benner and Rosenkopf, MGMT-101: Introduction to Management, 2008-2009 Edition) is available at the bookstore. Readings in the public domain are posted in the course materials folder of webCafé. Additional handouts in lecture or recitation will be billed to your student account. Please note that I cover material in lecture that is not included in the readings. This content is fair game for exams.

GRADING:

Your grade is determined by two separate inputs. First, your performance on exams is evaluated in comparison to all students. Your scores for the midterm (maximum 40 points) and the final (maximum 60 points) will be added, and then your relative percentile among the entire set of students taking MGMT 101 will be calculated. Your scores for online discussion contributions (maximum 20 points), class participation (maximum 30 points), and the group project (maximum 50 points) will be added, and then your relative percentile among the students in your recitation will be calculated. To arrive at your final grade, we average your exam percentile and your section percentile, and then apply our curve (25-35% A, 40-50% B) to these averages.

Class participation is determined by a combination of your attendance at recitation (12 of 30 points, see below) and your active involvement in (and preparation for) recitation discussion (18 of 30 points). Students who receive the highest class participation marks are those who attend all recitations, prepare all exercises and case discussion questions in advance, and make high-quality

(not high-quantity!) comments during the day's discussion. Each day after recitation I will tabulate whether your participation was top-notch, adequate, or leaving something to be desired. You will receive an indication me at the halfway point of the course about your performance to date.

Class attendance: On-time attendance at all class meetings is expected. 12 of your 30 class participation points come from class attendance. Each of the first two unexcused absences will result in a one point deduction from your attendance grade. For three or more unexcused absences, one point will be deducted from your attendance grade AND you will forfeit 50% of your remaining attendance points (originally 12). Missing more than 30 minutes of class (either through arriving late or leaving early) will count as missing the entire class. Students arriving less than 30 minutes late will earn reduced class attendance credit for that day. Per university policy, excused absences are only granted in cases of serious illness or grave family emergencies, and each of these situations must be documented to our satisfaction. Job interviews, incompatible travel plans, and forgetfulness are considered unexcused absences, even if you notify me in advance. Any student who misses his/her group presentation in recitation due to an unexcused absence will forfeit 50% of the oral presentation points earned by the group.

Online discussion contributions: You are required to contribute to two (2) discussion threads in the course webCafé. Each contribution can earn a maximum of ten points. In each of the two rounds, I will post three to five discussion topics from which you will choose one to develop your contribution for that round. You may post as many times as you wish during the round, but only the first 350 words that you write on the ONE thread that you follow will be evaluated. Your overall contribution will be evaluated on two elements – the quality and innovativeness of your answer to the question raised, and your level of engagement in an active discussion with your classmates on the various postings by the class. To address these issues, many students choose to create one post addressing their answer to the question and one (or more) additional post critiquing one or more postings from classmates. You do not have to agree with anyone else's point of view, but you must treat everyone's point of view respectfully by avoiding demeaning and/or derogatory comments. Please note that changing your post in any way after you initially create it or missing the stated deadline will result in a 0 for that assignment. Additional details on grading, expectations, and guidelines are available on webCafé.

Group project: This project is intended to extend your understanding of some concepts presented in class and to continue the development of the teamwork and communication skills that have become a centerpiece of the undergraduate curriculum. You will form a group of 5 people with other members of your recitation section. Your group will develop a write-up (maximum 1700 words) and an oral presentation (maximum 10 minutes) about one organization and how the organization's situation can be better understood by applying some key principles from Mgmt 101. The goal is not to produce a "biography" of your firm, but to develop a specific thesis, hypothesis, or central question that you wish to answer, use class frameworks to analyze the information you collect on your subject, and use that analysis to craft real recommendations and/or conclusions. Since I would like you to focus on current challenges faced by your organization, you may choose any organization that is featured in a major business periodical during the months of March- June 2010, provided that this organization is not featured as an example in lecture or recitation. Thus, this article will serve as your primary reference, and you should locate at least four other references that provide supplementary information for your project. Additional information (including more details on expectations) will be available on webCafé. Please note that groups must be finalized by signing up on webCafé by June 3rd. Oral presentations will be held during classes on June 28th and June 29th and the final written project is

due on Sunday, June 27 at 5pm. Additional interim deadlines are noted on the syllabus. While the goal is for everyone in the group to receive the same grade, we have a mechanism to deal with group process issues that will penalize free riders, and groups with concerns to this effect should contact me as soon as they become aware of the issues. Any student who misses his/her group presentation due to an unexcused absence will forfeit (for him or herself) 50% of the oral presentation points earned by the group.

Midterm examination: The midterm will cover the first half of the course (through and including Corporate-Level Strategy, but not including Formal Organization) and will be held on Monday, June 14th during class. Any student who misses the exam due to an excused absence is required to take the makeup on Friday, June 11th, from 1:30-3:30 p.m. Per university policy, excused absences are only granted in cases of a conflicting class, a conflicting exam, a religious holiday, or serious illness or grave family emergencies, and each of these situations must be documented to our satisfaction. I require one week notice (that is, by June 7th) for foreseeable conflicts. Please contact me if you are likely to have an excused conflict. Job interviews, incompatible travel plans, and forgetfulness are considered unexcused absences.

Final examination: The final exam will be cumulative covering the entire semester and will be held on Thursday, July 1st, the last day of class. Per university policy, excused absences are only granted in cases of a conflicting class, a conflicting exam, a religious holiday, serious illness or grave family emergencies, and each of these situations must be documented to our satisfaction. We require one week notice (that is, by June 24th) for foreseeable conflicts. Contact me with conflicts. Makeups for the final exam are given in the first week of the fall semester per university policy. Job interviews, incompatible travel plans, and forgetfulness are considered unexcused absences.

OTHER ISSUES:

Withdrawing from the class: Due to the importance of the group project in this class and the difficulties in dealing with changing group membership once the group begins working, absolutely no requests for withdrawing from the class will be approved after Wednesday, June 9th.

Academic integrity: I expect that students will 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 (including Online Discussion Contributions). Additional information on plagiarism is available on webCafé. Please contact me if you have any questions about expectations.

MGMT 101 SYLLABUS – SUMMER 2010

Week 1

Monday, May 24 - Introduction to Mgmt 101

Lecture:

- Weber, “The Ideal Bureaucracy,” pp. 1-7.
- Nadler and Tushman, “Mapping the Organizational Terrain,” pp. 9-29.

Tuesday, May 25 - The Case of Telefit Inc.

Case discussion:

- “The Case of Telefit Inc.” (on webCafé)
 - What is the problem at Telefit Inc.?
 - What should have been done differently?
 - What should be done now?

Wednesday, May 26 - Inputs: Environment, Resources, History

Lecture:

- Dess, Lumpkin, & Eisner, “Analyzing the External Environment of the Firm,” pp. 31-63.

Thursday, May 27 - Swatch and the Global Watch Industry

Case discussion:

- “Swatch and the Global Watch Industry,” pp. 69-94.
 - Assess the attractiveness of the watch industry prior to 1940.
 - After this time, what environmental changes altered the industry’s attractiveness?
 - How and why were the various firms/countries discussed in the case able (or unable) to adapt?

Week 2

Tuesday, June 1 - Outputs: Goals, Ethics and Effectiveness

Lecture :

- Latham, “The Motivational Benefits of Goal-Setting,” pp. 95-98.
- Seashore, “Criteria of Organizational Effectiveness,” pp. 99-105.
- “Analyzing the Internal Environment of the Firm: Integrating Financial Analysis and Stakeholder Perspectives: The Balanced Scorecard,” pp. 108-111.
- “Ethics and Social Responsibility,” pp. 113-150.

Wednesday, June 2 - The Playskool Travel-Lite Crib

Case discussion:

- “How Danny Died,” Chicago magazine, 1998_chicmag.pdf (webCafé)
- “The Playskool Travel-Lite Crib (A/B/C),” (webCafé)
- Also examine www.kidsindanger.org
 - Which stakeholder management strategy did Kolcraft use to deal with the emerging crisis initially? Which did they use later, once the lawsuits were filed? Which strategy do you feel would have been most appropriate and why?

- To what extent did Kolcraft have an ethical responsibility to do more to ensure its product was safe for consumers? To what extent does Hasbro have a responsibility?
- What should be the goals of the CPSC? Can the CPSC measure its effectiveness? How?

Thursday, June 3 - Business-Level Strategy

Lecture:

- “Analyzing the Internal Environment of the Firm: Value-Chain Analysis,” pp. 157-169.
- “Business-Level Strategy: Creating and Sustaining Competitive Advantages,” pp. 171-202.

Jun 3 deadline: Group signups (due 5 pm).

Monday, June 7 - Wal-Mart Stores in 2003

Case discussion: “Wal-Mart Stores in 2003,” pp. 205-237.

- What are the bases of Wal-Mart’s profitability in discount retailing?
- Can Wal-Mart sustain its competitive advantage in this arena? Why or why not?
- How transferable are Wal-Mart’s advantages as it is moving beyond US discount retailing?

Assignment: Bring a short (one-page) Porter’s Five Forces analysis of the discount retailing industry to class. This assignment to be handed in before class starts.

June 7 deadline: First online discussion contribution (due 5 pm).

Week 3

Tuesday, June 8 - Corporate-Level Strategy

Lecture:

- Dess, Lumpkin & Eisner, “Corporate-Level Strategy: Creating Value through Diversification,” pp. 239-270.

Wednesday, June 9 – Millennium Pharmaceuticals, Inc.

Case discussion:

- • “Millennium Pharmaceuticals, Inc. (A),” pp. 275-297.
 - How has Millennium competed? How has it managed its rapid growth?
 - How do you explain Millennium’s success?
 - What has been Millennium’s alliance strategy? How has it differed from other biotechnology firms?
 - Would you accept the Lundberg alliance? Why or why not?

June 9 deadline: Identify three possible organizations for group project (due 5 pm).

Thursday, June 10 – Formal Organization: Structure

Lecture:

- “Creating Effective Organizational Designs,” pp. 299-317.
- Steven Kerr, “On the Folly of Rewarding A While Hoping for B,” pp. 337-344.*

Monday, June 14 – MIDTERM (Midterm covers material thru Millenium) Tuesday,

Week 4

Tuesday, June 15 – Gary Rodkin at Pepsi-Cola North America

Case discussion:

- “Gary Rodkin at Pepsi-Cola North America,” pp. 345-363.
 - What are the key problems facing Gary Rodkin?
 - Describe PCNA’s environment. What is its strategy?
 - Does PCNA’s structure fit its strategy? Why or why not?
 - What should Rodkin do now? Why?

Wednesday, June 16 – Strategy, Resources and Innovation: Disruptive technologies

Lecture:

- “Christensen: Disruptive Technologies” pp. 419-437.
- “Henderson, Rebecca M. and Kim B. Clark. 1990. “Architectural Innovation: The Reconfiguration of Existing Product Technologies and the Failure of Established Firms.” *Administrative Science Quarterly* 35: 9–30

June 16 deadline: Preliminary project plan for group project (due 5 pm).

Thursday, June 17 – Eli Lilly: Innovation in Diabetes Care

Case discussion:

- “Eli Lilly,” pp. 457-475.
- What is Eli Lilly’s problem?

Monday, June 21 – PARTS approach

Lecture:

- Brandenburger, Adam M., and Barry J. Nalebuff. 1996. Co-opetition pp. 11–34

Tuesday, June 22 – Added Value & Scope of the Game

Case discussion:

- “Power Play [A]: Nintendo in 8-Bit Video Games,”
- “Power Play [B]: Sega in 16-Bit Video Games”

Wednesday, June 23 – Growth through Acquisitions

Lecture:

- “Capturing the Real Value in High-Tech Acquisitions” (HBR)
- “Buying Innovation: Managing Technology-Based Acquisitions”

Week 5

Thursday, June 24 – Acquisitions

Case discussion:

- Cisco’s Acquisition Strategy (1993-2000)

June 24 deadline: Second online discussion contribution (due 5 pm).

June 27 deadline: Final written group project (due 5pm).

Monday, June 28 – GROUP PRESENTATIONS

Week 6

Tuesday, June 29 – GROUP PRESENTATIONS

Wednesday, June 30 – Class Wrap-Up & Review

Thursday, July 1– FINAL EXAM