



MGMT 101: INTRODUCTION TO MANAGEMENT

FALL 2010

Professor: Sean Safford
E-mail: ssafford@wharton.upenn.edu
Lectures: 002, M 12-1:20 and 003, M 1:30-2:50 (Location SHDH 350)
Office Hours: Full schedule of my availability for individuals and groups on webCafé
TA Office Hours: Varied hours in 3101 SH-DH (see webCafé)
Head TAs: R. David Lebel (ronaldl@wharton.upenn.edu), and
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This course is an introduction to the critical management skills involved in planning, organizing, 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 other domains.

MATERIALS:

The bookstore has copies of the course book (Rosenkopf and Safford, MGMT-101: Introduction to Management, 2010-2011 Edition). I have posted readings that are in the public domain in the course materials folder of webCafé. Additional handouts in lecture or recitation will be billed to your student account. Please note that we cover material in lecture that is not included in the readings. This content is fair game for exams.

GRADING:

Two separate components are used to determine your grade. First, we evaluate your performance on exams relative to all students taking the course this semester. Your scores for the two mid-term quizzes (which are worth 20 points each) and the final (maximum 60 points) are added, and then the percentile relative to the entire set of students taking MGMT 101 is calculated. Second, your TA rates your performance in comparison to the students in your recitation. Your scores for online discussion contributions (maximum 20 points), class participation (maximum 27 points), successful completion of 3 in class assignments (3 points), and the group project (maximum 50 points) are added, and then your relative percentile among the students in your recitation is calculated. The final grade is based on average of your exam percentile and your section percentile. We take this score and then apply a curve (25-35% A, 40-50% B) to the average of all students taking the course this semester.

Class participation: Your TA determines your class participation grade through a combination of your attendance at recitation (12 of 27 points, see below) and your active involvement in – and preparation for – recitation discussion (15 of 27 points). Students who receive the highest class participation marks are

those who attend all recitations, prepare all case discussion questions in advance, and make high-quality (not high-quantity!) comments during the discussions. Your TA notes whether your participation was top-notch, adequate, or leaving something to be desired each day after the recitation. At the half point of the class, your TA will give you an update on your performance in recitation to that point.

Class attendance: We expect on-time attendance at all class meetings. Twelve (12) of your 27 class participation points come from class attendance. You receive a one point deduction for each of the first two unexcused absences. For each additional absence, we deduct one point from your attendance grade AND you forfeit 50% of your remaining 10 attendance points. Missing more than 30 minutes of class (either through arriving late or leaving early) counts as missing the entire class. Students arriving less than 30 minutes late lose class attendance credit for that day. Per university policy, excused absences are granted in cases of serious illness or grave family emergencies. Each of these situations must be documented to our satisfaction. Job interviews, incompatible travel plans, and forgetfulness are unexcused absences, even if you notify your TA in advance. Any student who misses his/her group presentation in recitation due to an unexcused absence forfeits 50% of the oral presentation points earned by the group.

Online discussion contributions: You are required to participate in two online discussion assignments during the semester. Each assignment is worth a maximum of 10 points. For each assignment, you will post to a discussion thread in your recitation section's webCafé room. Your TA will create three discussion threads to choose from and you must respond to ONE of these threads. We evaluate you based on two elements: (1) the quality and innovativeness of your initial post to the question posed in the thread, and (2) your ability to engage in an active discussion with your classmates. In grading your own post, we evaluate only the first 350 words of your initial response to the thread question. To evaluate your ability to engage in the discussion, we look at any posts you submit after your initial post and assess them on the quality of the comments and critiques of other students' posts that it contains. Most students create one post addressing their answer to the question and then post additional posts to respond to their classmates. Being critical is a part of the assignment. However, being uncivil is not. Please treat everyone with respect 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 zero for that assignment. Additional details on grading, expectations, and guidelines are available on webCafé.

Recitation assignments: In addition to the reading assignments for each lecture and recitation, you must also complete three written/online assignments during the semester. The assignments are due in Weeks 4, 8 and 11. The assignments Weeks 4 (Oct. 5-7), Week 8 (Nov. 2-4) are due in recitation. The assignment for Week 11 is due online by 11pm on Sunday, November 7. Each assignment is discussed in detail below.

Group project: The group project is meant to extend your understanding of some concepts presented in class and to contribute to developing the teamwork and communication skills that are centerpieces of the undergraduate curriculum here at Wharton. 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 10-12 minutes) about an organization and how that organization's situation can be better understood by applying some key principles from Mgmt 101. The goal is a specific thesis, hypothesis, or central question that you wish to answer. We expect you to use class frameworks to analyze the information you collect on your subject, and to use that analysis to craft real recommendations and/or conclusions.

Since I would like you to study current challenges faced by your organization, you may choose any organization that is featured in a major business periodical during the months of August or September of 2010, provided that this organization is not featured as an example in lecture or recitation. That 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 September 24 (the end of our second week). The final written project is due on December 9 and the oral presentation will be held during your recitation section on November 30, December 1 or December 2. Additional interim deadlines are noted later in this syllabus. Ideally, everyone in the group will receive the same grade. However, we do have a mechanism for punishing free riders. Groups with concerns to this effect should contact their TA as soon as they become aware of the issues. 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.

Gathering data in class: You must participate in three (3) online surveys throughout the course of the semester. The surveys will collect information about you and about your experiences on the group project teams. We will use the data in lecture during Week 11 (Groups and Teams) to illuminate key points about group and team functioning and structure. This will help us to provide real examples for you as to how group dynamics play out in groups that you are intimately familiar with. Surveys, which should take about 20 minutes each, must be completed by 11pm on October 3, November 14, and December 10.

Participation in the three surveys is mandatory. As with other course assignments, failure to complete any of the surveys will result in a deduction of one point from the examination portion of your grade; a total deduction of up to 3 points.

The information that you provide for in the survey is kept strictly confidential. At the beginning of the course, you will be assigned a random identification number—different from your Penn ID—that will be ultimately attached to survey data that you provide. After each data collection period (3 in total), the head TA will match the data files from the course with this random identifier so that your data is only identified by the random confidential identifier. It is necessary that we maintain a database that matches your name and Penn ID to this random identifier to confirm participation. This database will be kept under strict security. Only the head TA has password access.

The data may also be used anonymously as part of a research study conducted by faculty and doctoral students in the management department after the end of the course. Including your data for research purposes is strictly voluntary. You will have the option to NOT have your data used for the purposes of future research. In order to be excluded, you must email David Lebel, at ronaldi@wharton.upenn.edu. You may indicate this decision any time from the end of the course to up to two weeks after grades are posted. This ensures that your decision not to participate will not impact your grade in any way.

Midterm quizzes: To evaluate your mid-term progress, there will be two short quizzes held in-class during the lectures on in Weeks 4 and 8. As such, the first quiz will be held on Monday, October 4th and the second quiz will be held on Monday, November 1st.

The quiz in Week 4 will cover the first three weeks of the class (the Introduction, Inputs and Outputs) and the quiz in Week 8 will cover the material in Weeks 4, 6 and 7 (Corporate Strategy, Business Strategy and Formal Organization). Any student who misses the exam due to an excused absence is required to take the makeup on within one week. 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. Contact David Lebel at ronaldi@wharton.upenn.edu immediately should you fall into this category. We require two weeks' notice for foreseeable conflicts. Job interviews, incompatible travel plans, and forgetfulness are unexcused absences.

Final examination: The final exam will be cumulative covering the entire semester and will be held on Tuesday, December 21, from 3-5 p.m. Any student who misses an exam due to an excused absence is required to take the makeup during the first week of the spring semester as designated by the registrar. 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. Contact David Lebel at ronaldi@wharton.upenn.edu immediately should you fall into this category. We require two weeks' notice (that is, December 7) for foreseeable conflicts. Job interviews, incompatible travel plans, and forgetfulness are unexcused absences.

OTHER ISSUES:

Withdrawing from the class: Due to the importance of the group project in this class and to the difficulties in dealing with changing group membership once the group begins working, we will not approve any requests for withdrawing from the class submitted after Friday, October 15.

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

Lunches: I will offer several sign up times for lunch with students during the semester. This will give us an opportunity to get to know each other better. We will also use this time to discuss what is working well for you in the course and ideas you have for improvements in both the short-term (to help you this semester) and longer-term (to help future MGMT 101 students). Signups are available on webCafé for 12-1:30 timeslots. I will provide additional dates if needed.

MGMT 101 SYLLABUS – FALL 2010

Note: Recitations start the week of September 13. There are no recitations on Wednesday, September 8 or Thursday, September 9. Unless otherwise noted, readings are available in the Coursebook.

Week 1 (September 13). Introduction

- Lecture :
- Weber, “The Ideal Bureaucracy”
 - Nadler and Tushman, Chapter 2, “Mapping the Organizational Terrain”
- Recitation:
- Telefit (*available on webCafé*)
 - What is the problem at Telefit?
 - Put yourself in Cheryl Post’s shoes. What would you have done differently?
 - What should Greg Manson do now?

Week 2 (September 20). Inputs: Environment, Resources, History

- Lecture:
- Dess, Lumpkin and Eisner (D.T.E.), Chapter 2, “Analyzing the External Environment of the Firm”
- Recitation:
- Swatch and the Global Watch Industry. (Ivey Publishing Case)
 - What features of the watch industry made it strategically attractive prior to 1940?
 - What environmental changes altered the industry’s attractiveness after 1940?
 - How and why were the various firms/countries discussed able (or unable) to adapt to these changes?
- Deadline: Group signups are due September 24th at 5:00pm.

Week 3 (September 27). Outputs: Goals and Effectiveness

- Lecture:
- Latham, “The Motivational Benefits of Goal-Setting”
 - D.T.E., part of Chapter 3, “Analyzing the Internal Environment of the Firm: Integrating Financial Analysis and Stakeholder Perspectives: The Balanced Scorecard”
 - Jones and George, “Ethics and Social Responsibility”
- Recitation:
- Eig, “How Danny Died.” Chicago magazine. (*1998_chicmag.pdf on webCafé*)
 - “The Playskool Travel-Lite Crib (A/B/C)” (Chicago GSB case, *on webCafé*)
 - Also look at www.kidsindanger.org
 - What stakeholder management strategy did Kolcraft use to deal with the crisis initially? Which did they use later, once the lawsuits were filed? Which strategy would have been most appropriate and why?
 - Did Kolcraft have an ethical responsibility to ensure its product was safe for consumers? Does Hasbro have responsibility?
 - What should be the goals of the CPSC? How can the CPSC measure its effectiveness?
- Deadline: Due October 1 at 5:00pm: Identify three possible organizations for your group project.
- Deadline: Due October 3 at 11:00pm. Completion of first online survey for group data gathering.

Week 4 (October 4). Business-Level Strategy

- Quiz: • October 4: In class quiz covering material in Weeks, 1, 2 and 3.
- Lecture: • D.T.E., part of Chapter 3, “Analyzing the Internal Environment of the Firm: Value-Chain Analysis”
 • D.T.E., Chapter 5, “Business-Level Strategy: Creating and Sustaining Competitive Advantages”
- Recitation: • “Wal-Mart Stores in 2003,” (HBS Case)
 - 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 is to be handed in to your TA before the start of class.
- Deadline: Due October 8 at 5:00pm: Submit first online discussion contribution.

Week 5 (October 11). FALL BREAK. No lecture, no recitations.

Week 6 (October 18). Corporate-Level Strategy

- Lecture: • D.T.E., Chapter 6, “Corporate-Level Strategy: Creating Value through Diversification.”
- Recitation: • “Millennium Pharmaceuticals, Inc. (A),” (HBS case)
 - How has Millennium managed its rapid growth?
 - How do you explain Millennium’s success?
 - What is Millennium’s alliance strategy? How is it differentiated from other biotech firms?
 - Would you accept the Lundberg alliance? Why or why not?
- Deadline: Due October 22 at 5:00pm: Turn in preliminary project plan for group project.

Week 7 (October 25). Formal Organization: Structure

- Lecture: • D.T.E., Chapter 10, “Creating Effective Organizational Designs”
 • Kerr, “On the Folly of Rewarding A While Hoping for B”
- Recitation: • “Gary Rodkin at Pepsi-Cola North America” (HBS Case)
 - 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?

Week 8 (November 1). Work: Interdependent Tasks

- Quiz: • November 1: In class quiz covering material in Weeks, 4, 6 and 7.
- Lecture: • Smith, “Of the Division of Labour”
 • Jones and George (J&G), Chapter 10, excerpt pages 361-364, “Grouping Tasks into Jobs: Job Design.”
 • J&G, Chapter 12, excerpt page 389, “Human Resource Management: Job Analysis”
- Recitation: Job Design Exercise: From your past work experiences, prepare a *short* (no more than 1 page total) description of a job you loved and a job you hated. Try to be concise and descriptive. What features of the work led you to like/dislike the job? Note: “Work” can mean many things, so if you haven’t had clear work experience, you may use volunteer work or something similar. *Bring two copies of your written response to class.*
- Deadline: Due November 5 at 5:00pm. Turn in group project progress report.
- Deadline: Due November 7 at 11:00pm. Complete and turn in RAISE exercise:
 - Log into the website (<http://web.wharton.upenn.edu/raise>) with your Wharton id and password.
 - Follow the instructions online and decide on a pay increase for each engineer (in both dollar and percentage-over-current salary) and provide a rationale of what factors you used in your decisions.
 - Print out a copy of your decisions and bring them to class.
 - If you have a laptop with a wireless card that you can readily bring to class this week to facilitate discussion, please do so.

Week 9 (November 8). People: Managing a Diverse Workforce

- Lecture: • J&G, rest of Chapter 12, “Human Resource Management”
 • J&G, Chapter 13, “The Nature of Motivation”
- Recitation: RAISE (Learning Lab exercise). Please see instructions above under Week 8.
- Deadline: Due November 14 at 11:00pm. Complete and submit second online group survey.

Week 10 (November 15). Informal Organization: Culture and Socialization

- Lecture: • McShane and VonGlinow, Chapter 14, “Organizational Culture”
- Recitation: • “JetBlue Airways: Starting from Scratch” (HBS Case)
 - What is the “culture” at JetBlue?
 - Why are “values” and “culture” important at JetBlue?
 - What are the key success factors for JetBlue?
 - How is JetBlue’s culture similar or different from Southwest’s?

Deadline: Due November 19 at 5:00pm. Submit second online discussion.

Week 11 (November 22). Thanksgiving Break. No lecture. No recitation.

Week 12 (November 29). Groups and Teams

Lecture: • DeJanasz, Dowd and Schneider, “Building Teams and Workgroups”

Recitation: Group project presentations

Week 13 (December 6). Review: Organizational Evolution

Lecture: • Tushman, Newman and Romanelli, “Convergence and Upheaval: Managing the Unsteady Pace of Organizational Evolution.” (*This reading is on WebCafé*).

Recitation: • “Compagnie Lyonnaise de Transport (A)” (HBS Case)
- What do Tuille, LaCroix, and Roux each think should be done about the TRC? You will be asked to play the role of one of these characters in discussion, so be prepared to present any of their perspectives.
- Now consider Tremblay's perspective. How does he feel about the TRC? What might he recommend to LaCroix?

Deadline: Due December 9 at 5:00pm. Submit group project final papers.

Deadline: Due December 10 at 11:00pm. Complete and submit third (and final) group online survey.

FINAL EXAM: Tuesday, December 21, 3:00-5:00pm