



## MGMT 101: INTRODUCTION TO MANAGEMENT

FALL 2011

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Canvas course site: <https://wharton.instructure.com/courses/91430>  
Lectures: 001, M 10:30-11:50; 002, M 12-1:20 and 003, M 1:30-2:50 (all in 350 SH-DH)  
Office Hours: Vary each week; all in 3018 SH-DH (available on [Canvas](#))  
TA Office Hours: Vary by TA; all in 3101 SH-DH (available on [Canvas](#))  
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This course is an introduction to the critical management skills involved in planning, structuring, 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 others.

### MATERIALS:

We use a variety of source materials. The custom text “Introduction to Management” (Rosenkopf and Haas, MGMT-101) contains McGraw-Hill readings and HBS cases and can be purchased in either electronic form through the McGraw-Hill site (<https://create.mcgraw-hill.com/shop/>) or in print form through Wharton reprographics. One additional article and one multimedia case on CD-ROM may be purchased at Wharton reprographics as well. 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:

- Two on-line discussion contributions (5 points each for 10 points in total)
- Recitation attendance/preparation/participation (25 points)
- Interim quiz (10 points)
- Group project (20 points)
- Final exam (35 points)

Each assessment is explained in detail on Canvas under “Assignments”. To insure consistency in grading across the full set of students, recitations and TAs, each of the prior components will be normalized before a composite grade is calculated. While the exam will be normalized across the full set of students taking the course, the other components will be normalized for each TA or recitation.

## MGMT 101 SYLLABUS – FALL 2011

**Note: Recitations start the week of September 12. There are no recitations on Wednesday, September 7 or Thursday, September 8.**

### **Week 1 (September 12). Introduction: Management and the Congruence Model**

- Lecture :
- [Weber, “The Ideal Bureaucracy”](#) pp.220-226 (Ch. III, Sections 4-5)
  - Nadler and Tushman, Chapter 2, “Mapping the Organizational Terrain” (available on [study.net](#))

- Recitation:
- Case: Telefit (on Canvas)

### **Week 2 (September 19). Inputs: The Competitive Landscape**

- Lecture:
- Dess, Lumpkin and Eisner (D.L.E.), Chapter 2, “Analyzing the External Environment of the Firm” (Introduction to Management – reading #1)

- Recitation:
- Case: A Horror Show at the Cinemaplex (Introduction to Management – reading #2)

Deadline: Due September 23<sup>rd</sup> at 5:00pm: Group signups on Canvas.

### **Week 3 (September 26). Outputs: Goals and Effectiveness**

- Lecture:
- [Latham, “The Motivational Benefits of Goal-Setting”](#) (Academy of Management Executive)
  - D.L.E., part of Chapter 3, “Analyzing the Internal Environment of the Firm: Integrating Financial Analysis and Stakeholder Perspectives: The Balanced Scorecard” (Introduction to Management – reading #3)
  - Jones and George, “Ethics and Social Responsibility” (Introduction to Management - reading #4)

- Recitation:
- Eig, “How Danny Died.” Chicago Magazine (on Canvas)
  - Case: “The Playskool Travel-Lite Crib (A/B/C)” (Chicago GSB case, on Canvas)

Deadline: Due September 30 at 5:00pm: Identify three possible organizations for your group project.

### **Week 4 (October 3). Business-Level Strategy: How to Compete**

- Lecture:
- D.L.E., Chapter3 pages 56-65, “Analyzing the Internal Environment of the Firm: Value-Chain Analysis” (Introduction to Management – reading #3)
  - D.L.E., Chapter 5, “Business-Level Strategy: Creating and Sustaining Competitive Advantages” (Introduction to Management – reading #5)

- Recitation:
- Case: “Wal-Mart Stores in 2003,” (Introduction to Management – reading #6)

Assignment: Bring a short (one page) Porter's Five Forces analysis of the discount retailing industry to recitation. This assignment is to be handed in to your TA before the start of class.

Deadline: Due October 7 at 5:00pm: Submit first online discussion contribution.

**Week 5 (October 10). FALL BREAK. No lecture, no recitations. Feel free to use the recitation rooms for group project working meetings.**

**Week 6 (October 17). Corporate-Level Strategy: Where to Compete**

Lecture: • D.L.E., Chapter 6, "Corporate-Level Strategy: Creating Value through Diversification." (Introduction to Management – reading #7)

Recitation: • Case: "Millennium Pharmaceuticals, Inc. (A)," (Introduction to Management – reading #8)

Deadline: Due October 21 at 5:00pm: Turn in preliminary project plan for group project.

**Week 7 (October 24). Work: Designing Jobs**

Lecture: • Jones and George (J&G), Chapter 10, excerpt pages 275-283, "Grouping Tasks into Jobs: Job Design." (Introduction to Management – reading #9)  
• J&G, Chapter 12, excerpt page 398, "Human Resource Management: Job Analysis" (Introduction to Management – reading #11)

Recitation: • Interim Quiz: October 24: Brief in-class quiz covering material from Weeks 1,2,3,4 & 6.

Assignment: 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. This assignment is to be handed in to your TA before the start of class.

**Week 8 (October 31). Formal Organization: Structure**

Lecture: • Jones and George (J&G), Chapter 10, pages 283-301, "Grouping Tasks into Jobs: Job Design." (Introduction to Management – reading #9)  
• Kerr, "[On the Folly of Rewarding A While Hoping for B](#)"

Recitation: • Case: "Automation Consulting Services" (Introduction to Management – reading #10)

Deadline: RAISE (Learning Lab exercise). Exercise due November 6 at 11:00pm.

### **Week 9 (November 7). People: Managing Employees**

- Lecture:
- Lecture: J&G, Chapter 12, “Human Resource Management” (Introduction to Management – reading #11)
  - J&G, Chapter 13, “Motivation & Performance” (Introduction to Management – reading #12)

Recitation: RAISE (Learning Lab exercise).

Deadline: Due November 11 at 5:00pm. Turn in group project progress report.

### **Week 10 (November 14). Informal Organization: Culture and Socialization**

- Lecture:
- McShane and VonGlinow, Chapter 14, “Organizational Culture” (Introduction to Management – reading #13)

Recitation: • Case: Enron (Introduction to Management – reading #14)

Deadline: Due November 18 at 5:00pm. Submit second online discussion.

### **Week 11 (November 21). Thanksgiving Break. No lecture. No recitation.**

### **Week 12 (November 28). Networks**

- Lecture:
- [Krackhardt and Hanson, Informal networks: The company behind the charts \(HBR\).](#)
  - [Uzzi and Dunlap, How to Build Your Network \(HBR\)](#)

Recitation: Group project presentations

### **Week 13 (December 5). Review: Congruence, Fit and Organizational Evolution**

- Lecture:
- [Tushman and O'Reilly Ambidextrous organizations: Managing evolutionary and revolutionary change \(California Management Review\)](#)

Recitation: • Case: Leadership, Culture, and Transition at lululemon, Multimedia Case

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

### **FINAL EXAM: Friday, December 16, 3:00-5:00pm**