



## MGMT 101: INTRODUCTION TO MANAGEMENT

SPRING 2012

Professor:	<a href="#">Martine Haas</a>
E-mail:	<a href="mailto:mrhaas@wharton.upenn.edu">mrhaas@wharton.upenn.edu</a>
Canvas course site:	<a href="https://wharton.instructure.com/courses/215392">https://wharton.instructure.com/courses/215392</a>
Lectures:	001, M 10:30-11:50 (in 1206 SH-DH) 002, M 12-1:20 (in 350 SH-DH) 003, M 1:30-2:50 (in 350 SH-DH)
Office Hours:	Tuesdays 4-5pm (in 2024 SH-DH), or by appointment
TA Office Hours:	Vary by TA; available on Canvas (all in 3101 SH-DH)
Head TA:	Thomas Klueter ( <a href="mailto:klueter@wharton.upenn.edu">klueter@wharton.upenn.edu</a> )

---

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 short response papers (5 points)
- Recitation attendance/preparation/participation (25 points)
- Group project (20 points)
- Midterm exam (20 points)
- Final exam (30 points)

Each assessment is explained in detail on Canvas under “Assignments”. To ensure 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 exams 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 – SPRING 2012

*\*Note: There is no lecture in the week of MLK holiday, but recitations will meet this week*

### **Week 1 (January 16). No lecture**

Recitation: • Introduction to class and case analysis

### **Week 2 (January 23). Introduction: Management and the Congruence Model**

Lecture : • Weber, "Economy and Society" (1921) Chapter 1: The Ideal Bureaucracy  
• Nadler and Tushman, Chapter 2, "Mapping the Organizational Terrain" (available on [study.net](#))

Recitation: • Case: Telefit (on Canvas)

### **Week 3 (January 30). 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 Friday February 3 at 5 pm: Group signups on Canvas.

### **Week 4 (February 6). 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](#)"  
• 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, focus on Stakeholder and Ethics, Rules for Ethical Decision Making, Approaches to Social Responsibility)

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

Deadline: Due Friday February 10 at 5 pm: Identify three possible organizations for the group project.

### **Week 5 (February 13). Business-Level Strategy: How to Compete**

Lecture: • D.L.E., Chapter 3 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)

Deadline: Due at start of recitation: Submit first short response paper.

### **Week 6 (February 20). 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)

### **Week 7 (February 27). Group Project Week**

Lecture: In lecture exam – please come only to the section you are registered for.

**\*\*\*MIDTERM EXAM – Monday, February 27<sup>th</sup>, 10:30pm – 2:50pm\*\*\***

Recitation: No recitation, midterm review sessions to be determined.

Deadline: Due Friday March 2 at 5 pm: Submit preliminary project plan for group project.

### **Week 8 (March 5). SPRING BREAK**

### **Week 9 (March 12). 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: Job Design Exercise: From your past work experiences, prepare a short description (no more than 1 page total) of a job you loved and a job you hated. This assignment is to be handed in to your TA at the start of recitation.

### **Week 10 (March 19). 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)

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

Deadline: RAISE (Learning Lab exercise). Due Sunday March 25 at 11 pm.

### **Week 11 (March 26). 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 Friday March 30 at 5pm: Submit group project progress report.

### **Week 12 (April 2). Informal Organization: Culture and Socialization**

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

Recitation: • Case: “Pixar” (Introduction to Management – reading #15)

Deadline: Due at start of recitation: Submit second short response paper.

### **Week 13 (April 9). Networks**

- Lecture:
- [Krackhardt and Hanson, Informal networks: The company behind the charts \(Harvard Business Review, July, 1993\).](#)
  - [Uzzi and Dunlap, How to Build Your Network \(Harvard Business Review, December, 2001\)](#)

Recitation: Group project presentations

### **Week 14 (April 16). Review: Congruence, Fit and Organizational Evolution**

- Lecture:
- [Tushman and O’Reilly Ambidextrous organizations: Managing evolutionary and revolutionary change \(Harvard Business Review, Vol. 82, 2004\)](#)

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

Deadline: Due Wednesday April 25 at 5:00pm: Submit group project final papers.

**\*\*\*FINAL EXAM: Thursday, May 3<sup>rd</sup>, 3-5pm\*\*\***