MGMT 101: INTRODUCTION TO MANAGEMENT
SPRING 2013

Professor:	Martine Haas
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Canvas course site :	https://wharton.instructure.com/courses/902844
Lectures:	001, M 10:30-11:50 (in SHDH 350)
	002, M 12-1:20 (in SHDH 350)
	003, M 1:30-2:50 (in SHDH 350)
Office Hours:	Tuesdays 4.30-5.30pm (in 2024 SH-DH), or by appointment
	TA Office Hours: Vary by TA; available on Canvas (all in 3101 SH-DH)
	Head TA: Nicole Rosenkranz (ronicole@wharton.upenn.edu)

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) can be purchased in either electronic form through the McGraw-Hill site (https://wharton.instructure.com/courses/411675/assignments/1247838) at a price of $50 or in print form through Wharton reprographics at a price of $65. Note that the electronic textbook chapters are directly accessible from Canvas, but your access only lasts for 180 days. Week 1 materials are accessible via Canvas without a book purchase to give you time to decide which form of the book you might prefer. One multimedia case on CD-ROM should 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 total)
- 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.

IMPORTANT NOTE: All students are responsible for reading, understanding and following the policies posted on Canvas regarding assignments, attendance, grading, integrity, and plagiarism.

MGMT 101 SYLLABUS – SPRING 2013

Week 1 (January 14). Introduction: Management and the Congruence Model

Lecture:
- [Weber , Chapter 1, "The Ideal Bureaucracy"](#)
- Nadler and Tushman, Chapter 2, "Mapping the Organizational Terrain" (available on Canvas)

Recitation:
- Introductory discussion

Week 2 (January 21). No Lecture due to Martin Luther King Day; Recitations Only

Lecture:
- No Lecture

Recitation:
    Introduction to group projects

Deadline:
    Due Friday, January 25 at 5 pm: Group signups on Canvas.

Week 3 (January 28). Inputs: The Competitive Landscape

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

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

Deadline:
    Due Friday, February 1 at 5 pm: Identify 3 possible organizations for the group project.

Week 4 (February 4). 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)

Recitation:
- Case: Nintendo Wii (Introduction to Management – reading #8, p. 110 - 118)

Deadline:
    Due before recitation: Submit first short response paper.

Week 5 (February 11). Corporate-Level Strategy: Where to Compete

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

Recitation:
- Case: "WWE" (Introduction to Management – reading #10, p. 145 - 151)

Deadline:
    Due Friday, February 15 at 5 pm: Submit preliminary project plan for group project.

Week 6 (February 18). 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: Integrating
  Financial Analysis and Stakeholder Perspectives: The Balanced Scorecard
  (Introduction to Management – reading #3, p. 42 - 44)
- Ethics and Social Responsibility
  (Introduction to Management - reading #4, p. 46 - 64)

Recitation:
- Case: Enron (Introduction to Management – reading #5, p. 65 - 74)

Week 7 (February 25). Midterm

Lecture:
- TBD

Recitation:
- TBD

******* MIDTERM EXAM – TBD *******

Week 8 (March 4). SPRING BREAK. No lecture, no recitations.

Week 9 (March 11). 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 - 174)

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.

Deadline: Due before recitation: Submit job design paper.

Week 10 (March 18). Formal Organization: Structure

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

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

Deadline: Due Sunday, March 24 at 11 pm: RAISE (Learning Lab exercise).

Week 11 (March 25). 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)

Recitation: • RAISE (Learning Lab exercise).

Deadline: Due Friday, March 29 at 5pm: Submit group project progress report.

Week 12 (April 1). Informal Organization: Culture

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

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

Deadline: Due before recitation: Submit second short response paper.

Week 13 (April 8). Networks

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).

Recitation: • Group project presentations

Week 14 (April 15). Integration: Congruence, Fit and Organizational Evolution

Lecture: • Creating Ambidextrous Organizational Designs
                 (Introduction to Management – reading #20, p. 258 - 259)
              • *Skim:* Tushman and O' Reilly " Ambidextrous organizations: Managing evolutionary and revolutionary change" (Harvard Business Review)

Recitation: • Multimedia Case: Leadership, Culture, and Transition at lululemon (on CD-ROM)

Deadline: Due April 19 at 5pm: Submit group project final papers.

Week 15 (April 22). Final Review

Lecture: • Review for final exam

Recitation: • No recitation

******* FINAL EXAM – Tuesday, April 30: 3-5 pm *******