



MGMT 101: INTRODUCTION TO MANAGEMENT

FALL 2014

Professor: [Drew Carton – carton@wharton.upenn.edu](mailto:carton@wharton.upenn.edu)

Canvas Course Site: <https://wharton.instructure.com/courses/1243024>

Lectures: 001: M 10:30-11:50 (SH-DH 351)
002: M 12:00-1:20 (SH-DH 351)
003: M 1:30-2:50 (SH-DH 351)

Office Hours

for Prof. Carton: Tuesdays 3:00-5:00 (SH-DH 2029) or by appointment. Office hours are for students. Getting to know students is my favorite part of teaching at Wharton—please stop by!

Office hours for Recitation Instructors: Varies by instructor. See Canvas. All will be held in 3101 SH-DH.

Class Coordinator: Asif Giga (asifgiga@wharton.upenn.edu)

OVERVIEW

You were born in an organization. Right now you are being taught in an organization. One day soon you will work in an organization. You will rely on organizations to obtain the basic necessities, practice your hobbies, participate in community activities, and for almost every other facet of life. Organizations emerge because individuals can't (or don't want to) accomplish their goals alone. Therefore, an organization is most often defined as a collective oriented toward a common goal. Management involves formulating that goal and then helping people achieve it.

Management is needed throughout all levels of the organization. In this course, we will examine how the process of influencing others to reach a shared goal requires different tactics depending upon whether they are applied to the entire organization, business units, teams, relationships or individual workers. As an example, motivating a group to successfully implement a strategy requires a different set of managerial skills than coordinating action so that an entire organization

can successfully implement its strategy.

It's critically important that we develop a sense of continuity in terms of the course concepts so that you gain an understanding of how the different pieces of the "management puzzle" fit together. To do so, we're going to take a "drill down" approach. We're going to start the semester by focusing on the entire organization all at once, and then we'll work our way down to smaller and smaller components—beginning with units, then moving to teams, then to interpersonal influence, and finally to individuals.

By taking this multi-level perspective, you will develop a managerial mindset that allows you to improve how your future company functions. You will acquire a portable toolkit of ideas related to how to improve organizational effectiveness as well as the professional lives of those who work for you. This includes an understanding of strategy, reward systems, job design, organizational design, culture, social networks, project leadership, multi-team management, and decision making.

Management is a social science discipline. Like any other discipline, it is predicated on collecting data and analyzing it using sophisticated statistical techniques. On some occasions we'll get a fairly nuanced look at how studies are conducted. On other occasions, we'll review a wide array of studies in a short period of time.

Every week you will have a large class on Monday in which we'll cover the critical takeaways for each topic. The number of topics in management research is so vast that it is impossible to go deep in every one. Therefore, you will have a recitation section each week in which you will do a "deep dive" in one specific topic that was covered in Monday's class.

If you internalize the concepts taught in this class, you'll better understand how organizations work and you'll be a better manager. As you advance in your career, these skills will become increasingly important. I look forward to covering some of the essential knowledge in management as well as learning from your own experiences.

MATERIALS

We use a variety of source materials. I've scoured the literature to find readings that will help you learn the course concepts while also being as enjoyable as possible to read. As a Wharton student, you have to read extensively. I realize that, so I want to make sure that the readings I assign are as worthwhile as possible. I think you'll enjoy them and learn a lot. Many of the readings are from recent books. **They are available in a course pack on study.net for \$88.51.** You will also have to purchase a simulation, ExperienceChange, which is on study.net. It costs \$25.

GRADING

The following components will be used to determine your course grade:

- **Three** brief papers (4 points each for 12 points total)
- Attendance and engagement during Monday classes (10 points)
- Recitation attendance (8 points)
- Midterm exam (25 points)
- Group presentation (4 points)
- Group written report (6 points)
- Final exam (35 points)

Please read the entire syllabus before the first day of class and confirm that you have done this on Canvas under Assignments.

Each assessment is explained in detail on Canvas under “Assignments.” As a general policy in MGMT 101 **we do not accept late submissions for any assignment.**

All students are responsible for reading, understanding and following the full policies posted on Canvas regarding **assignments, attendance, grading and academic integrity.**

GRADE DISTRIBUTION

98 - 100	A+
94 - 97	A
90 - 93	A-
88 - 89	B+
84 - 87	B
80 - 83	B-
78 - 79	C+
74 - 77	C
70 - 73	C-
68 - 69	D+
64 - 67	D
60 - 63	D-
0 - 59	F

COURSE POLICIES

Seating

Consistent with what is used in much of the MBA program here at Wharton, we’re going to have a preplanned seating arrangement because of how much it will help me get to know each of you as quickly as possible. Although I fully understand how it is nice to be able to choose your own seat, this approach is by far the easiest way to ensure that I know each of you as well as to

enhance class involvement. The seating chart will be provided on the first day of class. Thank you!!

Electronics

Unless you have received permission directly from me, please turn off phones, tablets, and computers and all other electronics for all classes and recitations during the entire duration of the class, unless you are instructed to do otherwise. As far as note taking, I'll tell you on the first day of class about some new research that shows that taking notes by hand is superior to taking notes by computer for long-term retention of the material. Disallowing electronics also reduces distraction to students who are trying to pay careful attention to the lecture. When electronics are permitted, a subset of students inevitably end up checking their email, going on Amazon, checking Facebook, or engaging in other activities unrelated to class. This is distracting. It also reduces the energy in the classroom, detracting from the learning experience.

Engagement during Monday Class

I'm hoping to get to know all of you. It's critical that you attend all Monday classes to understand the material. The class size is too big for each of you to expect regular interaction with me, however there are small ways that you can engage in each class on Monday: answering my questions about readings, using the interactive "voting" software devices when I ask poll questions rather than just leaving them on your desk, occasionally asking questions, engaging deeply in class exercises, talking to me before or after class about news sources that may be relevant, and simply being attentive. The class is only about 120 students. I can easily see who is engaged and who is not. Moreover, attendance and engagement during Monday classes are together worth 12% of your grade. I'll be tracking your attendance to each class. So it is in everyone's interests that you show up on time and prepared each Monday. Thank you for taking this part of the course seriously.

Recitation Attendance

You are required to attend all recitations. Attendance is worth 8 points. You will lose 2 points for each unexcused absence (see below for the policy for excused absences). Your instructor will proactively elicit participation from everyone, so it is important that you are fully prepared for each class.

Course Absences

For both Monday classes as well as recitations, absences must be reported through the Course Absence Reports (CAR) system. Students are permitted two CAR-documented absences for any reason (with the exception of group presentation week, where absences are separately and heavily penalized as described in the group project assignment). Said differently, failing to provide information on any absence through the CAR system in a timely fashion will result in loss of attendance credit, even if you have not already accrued the two allowable absences. Note that the CAR system should not be used for days on which exams are scheduled as you will need

to contact your TA and the head TA directly to make other arrangements for completing the exam.

Students can enter the Course Absence Report system, and submit and review Course Absence Reports for this course, through Penn InTouch. A direct link to the system is also available here: <https://medley.isc-seo.upenn.edu/pennInTouch/jsp/fast.do?fastStart=explicit&page=absenceReport>.

Withdrawing from the Class

We will not approve any request to withdraw from the class that is submitted after **October 3**. This is due to the importance of the group project and associated difficulties in accommodating changing group membership once project work has commenced.

Midterm/Final Exam Conflicts

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 reasons must be documented. Job interviews, incompatible travel plans, and forgetfulness are not considered excused absences. We require at least two weeks' notice for foreseeable conflicts.

Academic Integrity

Students are required 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. **Additional information on plagiarism is available on Canvas**. Please contact your TA if you have any questions about expectations.

INTRODUCTION

- Week 1 (September 8)
 - **Topic**
 - **Introduction to Management**
 - Readings for Monday Class
 - Carton – “The Management Puzzle”
 - Recitation Topic
 - “A Month at Microsoft”

PART I: THE ORGANIZATION

- Week 2 (September 15)
 - **Topic**
 - **Corporate-Level Strategy**
 - Readings for Monday class

- Freedman – “Strategy: A History” (pages 460 – 462)
 - Porter – “On Competition” (pages 3 – 36, 43-47)
 - Capron and Mitchell – “Build, Borrow, or Buy” (pages 1 – 34)
 - Kotter – “Why Transformational Efforts Fail”
 - Assignment Deadline
 - Before recitation: Identify 3 possible organizations for the group project
 - Before recitation: Review Kotter reading, especially his change framework
 - Before recitation: Read “ExperienceChange: User’s Guide”
 - Before recitation: Read “ExperienceChange: Change Theory”
 - Recitation Topic
 - ExperienceChange Simulation
- Week 3 (September 22)
 - **Topic**
 - **Organizational Design and Culture**
 - Readings for Monday class
 - David Logan – “Tribal Leadership” (Ted Talk)
 - Assignment Deadline
 - Paper due by recitation: *Would you build a strong culture?*
 - Recitation Topic
 - Before recitation: Review Kotter and ExperienceChange: Change Theory
 - ExperienceChange Simulation

PART II: THE UNIT

- Week 4 (September 29)
 - **Topic**
 - **Business-Level Strategy and Unit Power**
 - Readings for Monday class
 - Porter – “On Competition” (pages 305 – 342)
 - Pfeffer – “Managing with Power” (pages 147 – 164)
 - Assignment Deadlines
 - Before recitation: Read Baker – “Achieving Success Through Social Capital (pages 27 – 67)
 - Before recitation: Do either one of the following two tasks:
 - Three exercises in Baker’s book: 2.1 on page 37, 2.2 on page 38, and 2.3 on page 40
 - Map your social network online (more information coming later)
 - Paper due by recitation: *Sculpt your social network*
 - Recitation Topic
 - Analyze your Social Network
- Week 5 (October 6)
 - **Topic**

- **Networks and Multi-team Management**
- Readings for Monday class
 - Cross and Parker – “The Hidden Power of Social Networks” (pages 15 – 30; 69 – 90)
 - Krackhardt and Hanson – “Informal networks: The company behind the charts”
- Assignment deadline
 - Friday, October 4 at 5 pm: Submit preliminary project plan for group project.
- No recitation (Fall Break)

PART III: THE TEAM

- Week 6 (October 13)
 - **Topics**
 - **Team Decision Making and Problem Solving**
 - Readings for Monday class
 - Cain – “Quiet” (pages 71 – 98)
 - Groysberg – “Chasing Stars” (pages 141 – 162)
 - Carton – “The Configuration Conundrum”
 - Recitation Topic
 - The Dartmouth Report
- Week 7 (October 20)
 - **Topic**
 - **Coordination, Conflict, and Diversity**
 - Readings for Monday Class
 - Hackman – “Groups That Work (And Those that Don’t) (pages 479 – 504)
 - Hackman – “Leading Teams: Setting the Stage for Great Performances” (pages 95 – 105)
 - Recitation Topic
 - GlobeSmart

MIDTERM

- Week 8 (October 27)
 - **Topic**
 - **Exam**
 - No recitation

PART IV: INTERPERSONAL INFLUENCE

- Week 9 (November 3)

- **Topic**
 - **Nudging and Negotiation**
 - Readings for Monday Class
 - Thaler and Sunstein – “Nudge” (pages 74 – 82; 177 – 184)
 - Fisher, Ury, and Patton – “Getting to Yes” (pages 40 – 55)
 - Assignment Deadlines
 - Before recitation: Submit group project final papers
 - Also, just a note about an assignment that is due next week: on Sunday, November 9 at 11 pm you have to submit responses to RAISE (Learning Lab exercise). More information will be provided in recitation.
 - Recitation Topic
 - Group Presentations
- Week 10 (November 10)
 - **Topic**
 - **Motivating and Rewarding Others**
 - Readings for Monday Class
 - Kerr – “On the Folly of Rewarding A While Hoping for B”
 - Heath and Heath – “Switch” (76 – 81; 105 – 113; 182 – 190)
 - Heath and Heath – “Made to Stick” (pages 98 – 129; 204 – 237)
 - Grant – “Give and Take” (pages 155 – 185)
 - Assignment Deadline:
 - Sunday, November 9 at 11 pm: Submit RAISE (Learning Lab exercise)
 - Recitation Topic
 - Destination Postcards
 - Learning Lab

PART V: THE INDIVIDUAL

- Week 11 (November 17)
 - **Topics**
 - **Decision Making, Creativity, and Ethics, Emotions**
 - Readings for Monday Class
 - Kahneman – “Thinking Fast and Slow” – (pages 85 to the first two lines of 88; 109-118)
 - Schwarz – “The Paradox of Choice” (pages 99 – 116)
 - Fracking article
 - Assignment Deadlines
 - For recitation: Read *PINTO fires* (study.net)
- Week 12 (November 24)
 - No class, no recitation (Thanksgiving break)
- Week 13 (December 1)

- **Topic**
 - **Self-Direction, Personality, Job Crafting**
- Readings for Monday Class
 - Martin Seligman – “Flourish” (pages 1 – 29)
 - Dan Pink – “Drive” (pages 107 – 128)
 - Wrzesniewski, Berg, and Dutton – “Managing yourself: Turn the Job You Have into the Job You Want”
- Assignment deadlines:
 - For recitation: core motives / job orientation
 - Paper due by recitation: Crafting your work

INTEGRATION AND CONCLUSION

- Week 14 (December 8)
 - **Topic**
 - **The Management Puzzle: Putting All the Pieces Together**
 - No recitation
- Final Exam (Tuesday, December 16)
 - 3:00 p.m. to 5:00 p.m.