



## **MGMT 101: INTRODUCTION TO MANAGEMENT SPRING 2015**

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Office Hours: Tuesdays 3-5pm, or by appointment

Course website: <https://canvas.upenn.edu/courses/1258649/>

Lectures: 001 M 10:30-11:50am (in SHDH 350)  
002 M 12-1:20pm (in SHDH 350)  
003 M 1:30-2:50pm (in SHDH 350)

Head TA: Andrew Boysen ([aboysen@wharton.upenn.edu](mailto:aboysen@wharton.upenn.edu))  
TA Office hours: Vary by TA; available on Canvas (all in SHDH 3101)

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### **COURSE DESCRIPTION:**

We all spend much of our lives in organizations. Most of us are born in organizations, educated in organizations, and work in organizations. Organizations emerge because individuals can't (or don't want to) accomplish their goals alone. Management is the art and science of helping individuals achieve their goals together. Managers in an organization determine where their organization is going and how it gets there. More formally, managers formulate strategies and implement those strategies. This course provides a framework for understanding the opportunities and challenges involved in formulating and implementing strategies by taking a "systems" view of organizations, which means that we examine multiple aspects of how managers address their environments, strategy, structure, culture, tasks, people, and outputs, and how managerial decisions made in these various domains interrelate with each other.

The course will help you to understand and analyze how managers can formulate and implement strategies effectively (or ineffectively) from the perspective of a management consultant, investment analyst, or entrepreneur. It will also help you to be a more effective contributor to the organizations you join.

*Please read the entire syllabus before your first recitation, and confirm that you have done this on Canvas under "Assignments".*

### **COURSE READINGS:**

We use a variety of source materials, including readings, cases, and exercises drawn from textbooks, book chapters, scholarly articles, and the press. The readings are available via Study.net in a course pack called "MGMT101: Introduction to Management" (Haas, Spring 2015), at a price of \$87. Week 1 materials are accessible via Canvas at no charge. Any additional materials not included in the course pack will be available at no extra charge to you, and will be linked directly from the weekly reading and assignment summaries on Canvas.

## **COURSE WEBSITE:**

Please make sure to familiarize yourself with at the course website on Canvas as soon as possible, and that you check it regularly during the course: (<https://canvas.upenn.edu/courses/1258649/>). The course website will serve several purposes, including:

- The most current version of important course documents (e.g., the course syllabus) will always be available from the website.
- Important announcements about lectures, recitations, and assignments will be posted on the website.
- The main overheads used in the lectures will be posted on the course website every week in advance of that week's lecture. You should note, though, that some overheads will not be posted, and those that are posted do not provide detailed summaries of all the content covered in the lectures.
- Students' grades will be posted on the website throughout the course of the semester.

## **GRADING:**

Your overall course grade for MGMT101 will be assigned on an absolute rather than a relative basis – that is, you will not be graded on a curve. Instead, your grade will be assigned based on the total points you accumulate in the course assignments.

The following scale will be used:

A+	97-100%	C+	77-79.9%
A	93-96.9%	C	73-76.9%
A-	90-92.9%	C-	70-72.9%
B+	87-89.9%	D+	67-69.9%
B	83-86.9%	D	63-66.9%
B-	80-82.9%	F	62.9% or below

## **ASSIGNMENTS:**

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

- Exams (one midterm, one final) (50 %)
- Individual written assignment (20 %)
- Team presentation (15 %)
- Recitation participation (15 %)

To ensure consistency and fairness in grading across the full set of students, the exams and the individual written assignment will be blind-graded. In addition, I take a great deal of care to ensure that the TAs use the same templates for grading all assignments, and that some recitations are not graded more strictly or leniently than others. As a general policy in MGMT101, we do not accept late submissions for any assignment. Further details about the course assignments are provided below, as well as on Canvas under “Assignments.”

Please note that you are required to attend the Monday lecture as well as the recitation for which you are registered each week, and that absences will be penalized. Further details are provided under “Course Policies” below, as well as on Canvas.

## **1. Exams (50%)**

There will be one midterm exam and one final exam. These exams are intended to assess your progress and allow you to show a thorough understanding of the issues addressed in the course. Both exams will consist of multiple choice questions and short answer questions. The questions may refer to any content covered in the lectures, readings, and recitations. Sample questions are available on Canvas.

The midterm exam will cover all course materials from Weeks 1-6 inclusive. It will be worth 20% of your overall course grade, and will be held on Wednesday, February 25<sup>th</sup>, from 6 pm -7.30 pm.

The final exam will be cumulative, covering all course materials from Weeks 1-15 inclusive, although with more emphasis on course content from after the midterm exam. It will be worth 30% of your overall course grade, and will be held on Friday, May 8<sup>th</sup>, from 3pm – 5pm.

The locations of both exams will be announced in class and on Canvas.

## **2. Individual Written Assignment (20%)**

An individual take-home assignment will be handed out in class in Week 11. This written assignment will give you an opportunity to show that you can think analytically, carefully, and critically about real-life management issues, and apply management theories and concepts to analyze those issues. Details on the format, length, and other expectations will be provided during class. The assignment must be submitted via Canvas by Sunday, April 26 at 11pm.

## **3. Team Presentation (15%) – “The Good, the Bad, and the Ugly”**

This assignment is designed to (a) provide you with an opportunity to apply management theories and concepts to a contemporary issue in a real organizational setting of your choice, (b) give you practice working in a team, and (c) offer you an opportunity to stand up and deliver a formal presentation in front of a group in a safe and supportive classroom environment.

The goal of the team assignment is to prepare and deliver a presentation that identifies a particularly good, bad or ugly action (or set of actions) taken by an organization or its members in the last year (i.e. between Jan 2013-Jan 2014), and analyze that action using management theories and concepts. A “good” action is one that has positive implications for employees or stakeholders such as customers, suppliers, or society at large. A “bad” action is one that has negative implications for employees or stakeholders. An “ugly” action is one that is intentional, systematic, and morally reprehensible.

You will form a group of 5 students within your own recitation section to work on the presentation. The group must sign up on Canvas by Friday, February 6 at 5pm. The team presentations will take place during recitations in Week 14. Each team will be allocated about 12 minutes, approximately 10 minutes to present plus 2 minutes for Q&A. All the team members are expected to participate in the presentation, as well as its preparation. You may use whatever media you prefer to make your presentation (PowerPoint, overheads, chalkboard, music, skits, etc.), as long as it clearly conveys the point of your project and does not detract from the information. You will be expected to meet with your teammates outside class time to prepare the team presentation, to turn in a 1-2 page outline of your team presentation to your TA by Sunday, April 5 at 11pm, and to meet with your TA during the following week to discuss your outline in advance of your presentation.

To receive a high grade for your work on this project, you must select appropriate management concepts to analyze the organizational action you have chosen, demonstrate your understanding of the

theoretical concepts, and show how they apply to the organization's action. Your presentation should include: (a) a brief overview of the organization, the action, and the context in which it took place, (b) a brief explanation of whether the action was good, bad, ugly, or a combination, (c) an analysis of the action using appropriate and relevant management concepts, (d) some discussion of the effects or consequences of the action for those who are employed by the organization as well as for any other relevant stakeholder groups. An excellent presentation is likely to be one for which the team uses management theories and concepts not just accurately and appropriately, but also creatively and critically. In addition to being evaluated on their content, the team presentations will also be evaluated on their professional quality (e.g., clarity, organization, delivery). Practicing the presentation together in advance will help you to perform well. Your TA and the other students in your discussion section will have an opportunity to ask questions, and the question-and-answer session will be evaluated as part of the team's presentation too.

**Note on teamwork.** It is important to be a team player in this assignment. Free riding is unacceptable. You will be asked to individually submit a team member evaluation form when the presentations are over. In this form, you will independently evaluate your own and your fellow team members' work on the team assignment. We will review these forms when determining your individual course grades on the team presentation. You should be aware, however, that all team members will generally receive the same grade, even though some might have worked harder than others - this is the nature of teamwork. It is up to you as team members to try to manage your work so that everyone contributes effectively and to sort out any issues that may arise. Nevertheless, there might be exceptions where one team member receives a lower grade than the others because s/he did not pull their weight. We would rather know that such problems are occurring while they are happening, instead of only afterwards, so you should be sure to bring any major concerns about your team to the attention of your TA well before your team presentation date.

#### **4. Recitation Participation (15%)**

The recitations are designed to engage you in learning about management. In your recitations, you will apply the theories and concepts that have been introduced in the Monday lectures to real-world situations, using cases, exercises, and experiential activities. You will also have plenty of opportunities to ask questions about the lectures and readings and review for the exams. You will be expected to do the required reading for the recitation in advance, and come prepared to discuss it.

Attendance will be taken each week and will count for 9% of your grade. We expect on-time attendance at all recitations. Missing more than 10 minutes of recitation (either through arriving late or leaving early) counts as missing the entire recitation. The full 9 points can only be earned if you attend every recitation. See our Course Policies below and on Canvas for further details, including how to document unavoidable absences through the CAR (Course Absence Reports) system.

The short job design pre-assignment that you are asked to turn in for Week 10's recitation and the RAISE learning lab pre-assignment for Week 11's recitation will count for 1% of your grade.

To earn the remaining 5% of the participation points, you must actively and productively engage in the group discussions and exercises. The quality as well as the quantity of your participation is important. Fewer thoughtful, integrative comments can be as valuable as talking often without saying very much. Valuable comments are those that address the issues under discussion directly, integrate concepts or different perspectives, demonstrate critical thinking, provide relevant examples, or pose insightful questions. At the end of the semester, your TA will qualitatively assess whether your contributions were very strong, above average, average, below average, or very weak to assign you points out of 5.

## **COURSE POLICIES:**

All students are responsible for reading, understanding and following the course policies posted below and on Canvas regarding class expectations, absences, withdrawals, exam conflicts, and academic integrity.

### ***Lecture attendance & absences***

You are expected to attend the Monday lecture for which you are registered as well as your TA-led recitation later in the week. There are two main reasons for requiring attendance at the Monday lectures: to help me to get to know you, which I would very much like to do, and to help you absorb the course materials and see the connections between lectures and recitations. Since this is a large class, we will use a preassigned seating plan, as is common in the MBA program. Although I know that it's nice to choose your own seat, this approach is the easiest way to help me to learn your names and, in turn, to help you feel involved in the class. I will provide the seating plan as well as name cards on the first day of class.

Attendance will be taken at each lecture. I ask that you try to attend all of the lectures, but I also recognize that you have competing demands on your time, so I will allow three "free" absences (after the first lecture, which will not be counted). Each additional absence from lectures beyond these three allowable ones will result in a 0.5 point deduction in your overall course grade.

Absences from lectures must be reported through Penn's Course Absence Report (CAR) system. If you do not provide information on an absence through the CAR system in a timely manner, you will lose attendance credit even if you have not already accrued the three allowable absences. You can enter the CAR system and submit Course Absence Reports through Penn InTouch or via this direct link:

<https://medley.isc-seo.upenn.edu/pennInTouch/jsp/fast.do?fastStart=explicit&page=absenceReport>.

### ***Recitation attendance & absences***

Recitation participation is an important part of your performance in this course, and recitation attendance is therefore required and counts toward your grade. Again, I recognize that illness or other conflicts sometimes intervene. You will therefore be permitted two CAR-documented absences from recitations for any reason (with the exception of team presentation week, where absences are separately penalized). As explained earlier, 9% of your Recitation Participation grade can be earned through attendance. You can receive up to 8% of this grade if you have two CAR-reported absences, but to earn the additional 1% you must attend every recitation (after the first, which will not be counted). Each additional absence beyond the two allowable ones will result in a 1 point deduction from your recitation participation grade.

Absences from recitations must be reported through the CAR system in a timely manner, as for lectures, or you will lose attendance credit even if you have not already accrued the two allowable absences.

### ***Class expectations***

You are expected to be well prepared for lectures and recitations, with all the readings assigned for that session completed before the class. Please help everyone to get the most out of the course by being courteous to others. If you arrive late or must leave early, please minimize disruption to the class. Cell phones should be turned off in the classroom, and web surfing as well as conversations during the lectures should be minimized, as they are distracting for others around you.

### ***Midterm/Final exam conflicts***

Makeup exams will only be available to students with university-approved absences or by prior permission of the professor. An unexcused absence from an exam will result in a grade of zero. 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. Job interviews, incompatible travel plans, and forgetfulness are not

considered unexcused absences. We require at least two weeks' notice for foreseeable conflicts. Please note that the Course Absence Report (CAR) system should not be used if you have an exam conflict; you will need to contact your TA and the head TA to make other arrangements for the exam.

### ***Withdrawing from the class***

We will not approve any request to withdraw from the class that is submitted after February 20. This is due to the importance of the team presentation and associated difficulties in accommodating changing team membership once work on the presentation has commenced.

### ***Special needs***

Any students who require special arrangements to be made for their exams must have an official letter from student disability services, and should submit this letter together with their request for special arrangements to the professor as early in the semester as possible, and at least two weeks before an exam.

### ***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.

### ***Lunches***

I am planning to hold a series of lunches during the semester with up to 12 students each time. The purpose of these lunches is to give us a chance to meet and chat informally. The lunches will be held in the MGMT Department office suite (SHDH 2000). Sign-up sheets for the lunches will be available on Canvas.

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## **MGMT101 - IMPORTANT DATES TO REMEMBER – SPRING 2015**

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Week 1	Wednesday, Jan 14	First lecture	
Week 2	Tu/Wed/Th, Jan 20-22	First recitations	
Week 3	Monday, Jan 26	Second lecture (all subsequent lectures on Mondays)	
Week 3	Tu/Wed/Th, Jan 27-29	Second recitations	
Week 4	Friday, Feb 6	Group signups due by 5pm	(on Canvas)
Week 7	Wednesday, Feb 25	MIDTERM EXAM, 6-7.30pm	(location TBA)
Week 10	Tu/Wed/Th, Mar 17-19	Short job design paper due	(in recitation)
Week 11	Sunday, Mar 22	Raise learning lab exercise due by 11pm	(online)
Week 12	Sunday, Apr 5	Team presentation outline due by 11pm	(on Canvas)
Week 14	Tu/Wed/Th, Apr 14-16	TEAM PRESENTATIONS	(in recitation)
Week 15	Sunday, Apr 26	INDIVIDUAL ASSIGNMENT due by 11pm	(on Canvas)
	Friday, May 8	FINAL EXAM, 3-5pm	(location TBA)

***PLEASE NOTE: The instructor reserves the right to modify this syllabus during the semester as needed. The most current version of the syllabus will always be available on the course website.***

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## MGMT 101 – WEEKLY READINGS & ASSIGNMENTS – SPRING 2015

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### **Week 1 (Wed, January 14). Introduction: Management and the Congruence Model**

Lecture: LECTURE IS ON A WEDNESDAY FOR THIS WEEK ONLY

- [“The Ideal Bureaucracy” \(Weber\)](#)
- [“Mapping the Organizational Terrain” \(Nadler & Tushman\)](#)

Recitation: NO RECITATION THIS WEEK

### **Week 2 (January 19). No lecture due to MLK day; Recitations only**

Lecture: NO LECTURE THIS WEEK DUE TO MLK DAY

Recitation: • Introductory discussion

### **Week 3 (January 26). Inputs: The Competitive Landscape**

- Lecture:
- “Analyzing the External Environment of the Firm” (Introduction to Management – reading #1)
  - [“The Five Competitive Forces that Shape Strategy” \(Porter\)](#)

Lecture: • Case: “The Movie Exhibition Industry: 2013” (Introduction to Management – reading #2)

### **Week 4 (February 2). Business-Level Strategy: How to Compete**

- Lecture:
- “Business-level Strategy: Creating and Sustaining Competitive Advantages” (Introduction to Management – reading #3)
  - “Analyzing the Internal Environment of the Firm: Value Chain Analysis” (Introduction to Management – reading #4)

Recitation: • Case: “The Boston Beer Company” (Introduction to Management – reading #5)

**Deadline:** *Due Friday, February 6 at 5 pm: Team signups in Canvas*

### **Week 5 (February 9). Corporate-Level Strategy: Where to Compete**

Lecture: • “Corporate-Level Strategy: Creating Value through Diversification” (Introduction to Management – reading #6)

- Recitation:
- Case: Lego  
["Toy story" \(The Guardian, March 25, 2009\)](#)  
["Lego looks beyond its blocks" \(Chicago Tribune, January 14, 1996\)](#)  
["Turning to tie-ins, Lego thinks beyond the brick" \(NY Times, Sept 5, 2009\)](#)

#### **Week 6 (February 16). Outputs: Goals and Effectiveness**

- Lecture:
- "Stakeholders and Ethics"  
(Introduction to Management – reading #7)
  - "The Balanced Scorecard"  
(Introduction to Management - reading #8)
  - ["The Motivational Benefits of Goal-Setting" \(Latham\)](#)
  - ["On the Folly of Rewarding A While Hoping for B" \(Kerr\)](#)

- Recitation:
- Case: Starbucks  
["Collaborating With Activists: How Starbucks Works With NGOs" \(Argenti\)](#)

#### **Week 7 (February 23). Midterm Review & Midterm Exam**

- Lecture:
- Midterm Review Session

- Recitation:
- No recitation

\*\*\*\*\* **MIDTERM EXAM – Wednesday, February 25: 6-7.30pm** \*\*\*\*\*

#### **Week 8 (March 2). Groups & Teams**

- Lecture:
- "Effective Groups and Teams"  
(Introduction to Management – reading #9)
  - ["Groupthink" \(Janis\)](#)

- Recitation:
- GlobeSmart Exercise (no reading)

#### **Week 9 (March 9). SPRING BREAK. No lecture, no recitations.**

#### **Week 10 (March 16). Work: Designing Jobs**

- Lecture:
- "Grouping Tasks into Jobs: Job Design"  
(Introduction to Management – reading #10)
  - ["A New Strategy for Job Enrichment" \(Hackman et al.\)](#)

- Recitation:
- Job Design Exercise (no reading, but there is a pre-assignment)

**Deadline:** *Due at start of recitation: Job Design Exercise pre-assignment.*

### **Week 11 (March 23). Structure & Systems: Formal Organization**

- Lecture:     • “Grouping Jobs into Functions and Divisions: Designing Organizational Structure”  
                  (Introduction to Management – reading #11)
- Recitation:   • Case: “Automation Consulting Services”  
                  (Introduction to Management – reading #12)

**Deadline:**     *Due Sunday, March 22 at 11 pm: RAISE Learning Lab Exercise pre-assignment.*

### **Week 12 (March 30). People: Managing Employees**

- Lecture:     • “Human Resource Management”  
                  (Introduction to Management – reading #13)
- “The Nature of Motivation”  
                  (Introduction to Management – reading #14)
- Recitation:   • RAISE Exercise (no reading, but there is a pre-assignment)

**Deadline:**     *Due Sunday, April 5 at 11pm: Team presentation outline*

### **Week 13 (April 6). Culture: Informal Organization**

- Lecture:     • “Organizational Culture”  
                  (Introduction to Management – reading #15)
- Recitation:   • [Case: “When Cultures Intersect: The Merger of Bear Stearns and JP Morgan”](#)

### **Week 14 (April 13). Networks**

- Lecture:     • “The Vital Role of Social Capital”  
                  (Introduction to Management – reading #16)
- [“Informal Networks: The Company Behind the Charts” \(Krackhardt & Hanson\)](#)
- Recitation:   • Team Presentations

### **Week 15 (April 20). Integration: Congruence, Fit and Organizational Change**

- Lecture:     • [“Ambidextrous Organizations” \(Tushman & O’Reilly\)](#)
- Recitation:   • Multimedia Case: [“Costco Craze: Inside the Warehouse Giant” \(CNBC\)](#)

**Deadline:**     *Due Sunday, April 26 at 11pm: Individual written assignment*

**Week 16 (April 27). Final Review**

Lecture:     • Final Review Session

Recitation:   • No recitations this week

**\*\*\*\*\* *FINAL EXAM – Friday, May 8: 3-5 pm* \*\*\*\*\***