



## MGMT 101: Introduction to Management (Fall 2016)

### FACULTY INFORMATION:

Professor Payal Sharma  
Management Department  
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Office Hours: Tuesdays 3:00pm-5:00pm or by appointment

### COURSE INFORMATION:

**Website:** <https://canvas.upenn.edu/courses/1320418>

**Lectures:** 001 Mondays 10:30am-11:50am  
002 Mondays 12:00pm-1:20pm  
003 Mondays 1:30pm-2:50pm  
All lectures held in SHDH 350

**Head TA:** Chris Slater ([Christopher.slater.wg17@wharton.upenn.edu](mailto:Christopher.slater.wg17@wharton.upenn.edu))  
Office hours vary by TA (see end of syllabus)  
All TA office hours held in SHDH 3101

For course enrollment questions, please email: [MGMT-Course-HelpDesk@wharton.upenn.edu](mailto:MGMT-Course-HelpDesk@wharton.upenn.edu)

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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. Thus an organization is most often defined as a collective oriented toward a common goal. Management is the art and science of helping individuals achieve their goals together. Managers determine where their organization is going and how it gets there. More formally, managers formulate and implement strategies. As these ideas reflect, management is needed throughout all levels of an organization. This course therefore takes a 'systems' view to provide a framework for understanding the opportunities and challenges involved in managing. This means that we will examine multiple aspects of how managers address their environments, people and tasks. Using both classic and contemporary readings, we will explore concepts starting at the individual level, then move to the dyadic and team levels, followed by the business unit and organizational levels. The content, readings and activities we engage in will help you better understand how organizations work, and how to effectively contribute to the organizations you join.

**COURSE MATERIALS:**

- (1) **Course Pack.** We will use a variety of classic and contemporary materials drawn from textbooks, book chapters, scholarly articles, and the popular press. These materials are available via Canvas (see the study.net Materials tab) in a course pack called MGMT101: 001-003 Introduction to Management – Sharma (Fall 2016), at a price of \$64.63. Please purchase the course pack before the first week of class, as you are responsible for completing the readings prior to each lecture and recitation. Any additional readings not included in the course pack will be available on Canvas at no extra charge to you.
- (2) **Simulation.** To enhance your learning, and as a capstone activity to end our semester, we will engage in a simulation exercise called GlobalTech. This simulation will be available via study.net at a price of \$35 beginning Monday 10/3 and must be purchased by Friday 10/28.

**COURSE WEBSITE:**

Canvas is the primary course management tool for our course. Therefore, please make sure to familiarize yourself with the course website prior to the first week of class. In addition, your Canvas settings should reflect that you are receiving announcements ASAP (see “Notifications”). This will help you track course-related information in a timely manner.

It is very important that you regularly check Canvas given it serves several purposes including: offering the most current version of course documents such as the syllabus; posting of announcements about lectures, recitations and assignments; posting of grades; and posting of lecture slides, by midnight the Sunday before each lecture. Please note, however, that lecture slides do not provide or convey the same level of detail as discussed in lecture and that some slides will not be posted.

**TEACHING PHILOSOPHY:**

Individuals learn through a variety of ways. Thus, the course has been deliberately designed to foster your learning through different teaching methods such as lectures, case analyses, team work, and other experiential exercises.

**EMAILS/COMMUNICATION:**

In general, your TA is the first point of contact on big or small questions pertaining to the class. This is to help ensure you receive responses and support in a timely manner. Prior to contacting your TA, it is a good idea to have read this syllabus and visited the resources available on Canvas. If for any reason you have a personal or other issue you wish to discuss with me directly, please feel free to reach out.

**When sending me an email, always include your lecture section # and recitation # in which you are enrolled (as this will help me stay organized).** Typical turnaround response for emails from the TAs and myself is 1 business day. We request that you do not send multiple emails within this window. Please send emails by 5pm on Fridays for same day response.

**ROLE EXPECTATIONS:**

<b>Your Role: Students</b>	<b>My Role: Professor</b>
<p>For success in this course, you are expected to take a high level of responsibility for your own learning. You are therefore responsible to:</p> <ul style="list-style-type: none"> <li>• Complete readings on time to demonstrate and enhance learning;</li> <li>• Attend and actively participate in lectures and recitations to show commitment to learning;</li> <li>• Contribute as an active and responsible member when working with other students;</li> <li>• Adhere to classroom policies outlined;</li> <li>• Engage in professional and ethical communication and behavior at all times;</li> <li>• Foster a climate of respect for both other class members and professor.</li> </ul>	<p>My role is to provide resources and create an environment which fosters accomplishment of learning goals. I am therefore responsible to:</p> <ul style="list-style-type: none"> <li>• Assign applicable readings and assignments;</li> <li>• Lead meaningful lectures, discussions, and exercises related to course materials;</li> <li>• Clearly articulate the requirements for course exams and assignments;</li> <li>• Provide feedback to help students monitor progress in the course; and</li> <li>• Oversee grading and teaching of TAs;</li> <li>• Treat each student and TA with professionalism, respect and dignity.</li> </ul>

**COURSE GRADE:**

<b>Individual</b>	Course Engagement	15%	20 points
	Individual Assignment	15%	30 points
	Midterm Exam	30%	60 points
	Final Exam	25%	50 points
<b>Team</b>	Project	15%	70 points
<b>TOTAL</b>		100%	230 points

*Sample calculation:* On the midterm, you earned 55 out of 60 possible points or 91.66% (or .9166). Then  $.30$  (which is the allotted 30%)  $\times .9166 = .275$ , meaning you earned 27.5% of the 30% possible.

Your overall course grade 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 *earned* based on the total points you accumulate for the above components. The following scales will then be used to assign letter grades:

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

***Consistency and Fairness:***

- To ensure consistency and fairness in grading across all students, the exams and the individual written assignment are blind-graded.
- In addition, I take a great deal of care to ensure that TAs use the same templates for grading assignments, and that some recitations are not graded more strictly or leniently than others.
- As a general policy in MGMT101, **late submissions for assignments are not accepted.**

**COURSE ENGAGEMENT (15%)**

To understand the material in our course, you are expected to attend the Monday lecture for which you are registered, as well as your TA-led recitation later in the week. Attendance will be taken at every lecture and recitation, beginning the **second week** of our course.

Your engagement in lecture is assessed through several ways. Given the large size of the class, it is not realistic to expect that all students can speak up or have meaningful ‘air time’ on a regular basis. Other examples of how to demonstrate engagement include but are not limited to:

- answering my questions about the readings, lecture content and activities
- occasionally asking questions yourself
- thoughtfully participating in exercises
- periodically sending me interesting and relevant articles via email
- communicating with myself in office hours and over lunch
- showing up to class ready to ‘go’
- demonstrating professionalism regarding all matters of the course

Your engagement in recitation will be assessed by your TA through the above ways. In addition, you are strongly encouraged to regularly stay in touch with your TA via email and in office hours.

Taken together, it is in everyone’s best interests that you show up, on time, prepared for each lecture and recitation. If you do so, you will earn full credit for this component of the class grade at the end of the semester.

*Note:* The course content is taught in such a way that it is not possible to “catch up” later via the readings. The lecture and recitation experience cannot be properly replicated via audio or video recordings, which are not available. For instance, some questions on the exams will require you to draw on your experience with the exercises conducted in lecture and recitation. Further, your TA will review the team project in recitation and offer valuable guidance during your team during this time.

**EXAMS (55%)**

There will be one midterm exam and one final exam. These exams are intended to assess your learning of course concepts and readings. Both exams will consist of multiple choice questions and short answer questions. The questions may refer to any content covered in the lectures, recitations, and assigned readings. The following resources are also available to you:

- **Weekly Study Guides.** Available on Canvas (Files → Student Resources) one week in advance of lecture. The guides provide (1) study questions to prepare prior to lecture and/or recitation; (2) sample exam questions to prepare for the midterm and final exams.
- **Exam Study Tips.** Available on Canvas (Files → Student Resources) as a resource compiled by previous TAs and students who performed successfully on the exams.
- **Exam Study Guides.** Available in class prior to the midterm and final exams.
- **In-Class Exam Review Sessions.** I will host two in-class exam review sessions (see table at end of syllabus). Please bring questions you have regarding course content.

The midterm exam will cover Weeks 2-7, is worth 30%, and will be held on Monday, October 31<sup>st</sup> from 6-8pm. The final exam will cover Weeks 1, 9, 10, 12 and 13, is worth 25%, and will be held on Wednesday, December 21<sup>st</sup> from 3-5pm. The exam locations will be announced in class and on Canvas.

### **INDIVIDUAL ASSIGNMENT (15%)**

An individual take-home assignment will be handed out in class in Week 9 during our Social Network class and **is due on Canvas by Friday, November 18<sup>th</sup> by 5pm**. This written assignment will provide an opportunity to demonstrate you can think analytically, carefully, and critically about course content and apply this in real-world settings. Details on the format, length, and other expectations will be provided during class.

### **TEAM PROJECT (15%)**

#### **Overview:**

The team project entails preparing and delivering a presentation that (1) 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 September 2015-September 2016), and (2) analyzes that action using management theories and concepts from our course. 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.

#### **Purpose:**

The team project 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) offer 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.

#### **Timeline:**

**Friday 9/30:** You will form a team of five (5) students within your recitation to work on the presentation. Each team must sign up on Canvas by 5pm.

- **Friday 10/21:** Your team will submit\* on Canvas by 5pm a two-part progress report for review by your TA. The first part of the report will consist of a 1-2 page outline of your team presentation. The second part of the report will consist of a 2-3 page description describing (a) two (2) examples of what is working *well* in your team's efforts; (b) two (2) examples of what is *not* working well; and (c) one example of how each of the latter issues can be *improved*. Your team is encouraged to have a constructive conversation about these topics in order to provide an honest and example-based description of its work processes (and it is not sufficient, nor will points be awarded, to say "everything is going well").
- **Week 7 (of 10/24):** Your team in full will meet with your TA to discuss the progress report content (that is, the outline as well as the evaluation of its work processes). Extra office hours will be held by each TA to ensure meeting availability for each team.
- **Week 9 (of 11/7):** Your team will submit\* on Canvas presentation slides, by midnight before your recitation. Team presentations will be held during recitation. Team member evaluations will also be due this week (details and evaluation form to be provided later in the term).

\**Note:* In line with university policy regarding Academic Integrity (see section later in syllabus), your team is responsible for citing all sources used in its progress report and presentation slides. Also, one member will need to submit the progress report and presentation slides on behalf of the entire team, to two folders on Canvas: (1) grading submission; and (2) originality checking submission. There is a submission guide available under the Student Resources folder. Please feel free to let your TA know if you have any questions about this.

### ***Presentations:***

Each team will be allocated 10 minutes total: 8 minutes to present followed by a 2 minute question and answer period. Your TA and other students will ask question during this period, which will be evaluated as part of each team's presentation.

### ***Grading Criteria:***

To receive a high grade for your work on this project, your team must select appropriate management concepts to analyze the organizational action of choice, demonstrate your understanding of the theoretical concepts, and show how they apply to the organization's action. Importantly, all course concepts should be first defined in your *own* words, then illustrated showing *examples*.

Further, 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).

Your presentation should include the following components:

- 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.

Practicing the presentation together in advance will help your team perform well. All team members are expected to actively engage in preparing the presentation as well as participating on the day of the presentation. 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.

***Team Member Evaluation:***

It is important to be a team player for this project as “free riding” is unacceptable. To help team members stay accountable, you will be asked to individually submit a team member evaluation form when the presentations are over. In this form, you will independently assess your fellow team members’ work on the project. 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.

The TAs and I would rather know that such problems are occurring while they are happening, instead of only afterwards. Thus, be sure to raise to us any major concerns about your team *early*.

**COURSE POLICIES:**

***Seating:***

I am hoping to get to know all of you! Consistent with the MBA program experience here at Wharton, we will use a pre-planned seating arrangement in our course. Although I fully understand how nice it is to be able to choose your own seat, this approach is by far the easiest way to help me to learn each of your names and, in turn, to make you feel involved in the class. The seating chart will be provided on the first day of class. Name tents will also be provided to you the second week of class to help your peers and I learn your name and to build a sense of community in our classroom.

***Electronics:***

To help promote engagement with the course, all phones, tablets, computers, and other electronics for all classes and recitations must be turned off and put away *out of sight* during the entire duration of lectures and recitations (unless you are instructed to do otherwise). Please note this policy will be strictly enforced. In support, new research shows that for long-term retention of material, taking notes by hand is superior to taking notes by computer. Further, this policy reduces distraction for myself and other students in the classroom (as when electronics are permitted, a subset of students sometimes end up checking their email, going on Amazon, checking Facebook, or engaging in other activities unrelated to class content).

***Absences:***

Given you have competing demands on your time, three (3) absences from lecture and two (2) absences from recitation are permitted throughout the semester (for any reason, such as religious

observances, illness, family emergencies, or personal circumstances). Each additional absence from lecture and/or recitation beyond this will result in a 2 point deduction, per absence, from your course engagement grade.

**All absences must be reported through the Course Absence Reports (CAR) system via Penn In Touch.** Please note that the CAR system should not be used for (1) days on which exams are scheduled, as you will need to contact the head TA directly to make other arrangements for completing the exam; (2) team presentation dates, as you will need to contact your TA directly to discuss this, and such absences are heavily penalized.

You are responsible for making up class content and/or readings for lecture and/or recitation days that you miss. Recommended strategies are:

- review and complete the weekly study guide
- ask for lecture and/or recitation notes from another student, such as a project team member
- meet with another student to talk through the notes
- meet with your TA or myself in office hours to ask clarifying questions well in advance of exams or assignment due dates

***Withdrawing from the Class:***

Any requests to withdraw from the class must be submitted for approval to the TAs and/or myself *prior* to Friday, October 7<sup>th</sup>. This timeframe is due to the importance of the team project and associated difficulties in accommodating changes to team memberships once project work has commenced.

***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. Each of these reasons must be documented. At least two weeks' notice for foreseeable conflicts must be provided. An unexcused absence from an exam will result in a grade of zero. **Job interviews, incompatible travel plans, and forgetfulness unfortunately are not considered excused absences.**

***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 such as the team project. Please contact your TA if you have any questions about these expectations.

**STUDENT-FACULTY MEALS:**

I will host a meals series throughout the semester for members of our class. The purpose is for us to enjoy out-of-class time together. The meals will be held in the Management Department office suite (SHDH 2000). Please visit Canvas to sign up (see Calendar → Scheduler).

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*Note:* I reserve the right to modify this syllabus during the semester as needed. Any changes will be announced in class and/or on Canvas, and will take precedence.

### MGMT 101 Class Schedule (Fall 2016)

Week	Date	Topic	Readings	Recitation & Assignments
1	9/12	Introduction	<ul style="list-style-type: none"> <li>● Managing Organizations</li> </ul>	<ul style="list-style-type: none"> <li>● Due 9/9: Syllabus confirmation (Canvas)</li> <li>● Exercise: Balloon Tower</li> </ul>
<b>PART 1: The Individual</b>				
2	9/19	Rewards and Justice	<ul style="list-style-type: none"> <li>● On the Folly of Rewarding A</li> <li>● Retaining Younger Workers (Canvas)</li> </ul>	<ul style="list-style-type: none"> <li>● Case #1: Whole Foods (Canvas)</li> </ul>
3	9/26	Job Design and Diversity	<ul style="list-style-type: none"> <li>● Grouping Tasks Into Jobs</li> <li>● The Silent Language</li> </ul>	<ul style="list-style-type: none"> <li>● Exercise: Island of Diedra</li> <li>● Due 9/30: Team project sign-ups (Canvas)</li> </ul>
<b>PART 2: The Dyad</b>				
4	10/3	Decision-Making & Ethics	<ul style="list-style-type: none"> <li>● See No Evil</li> <li>● Business As Usual</li> </ul>	<ul style="list-style-type: none"> <li>● Exercise: People Analytics (bring laptop)</li> </ul>
5	10/10	Influence & Information	<ul style="list-style-type: none"> <li>● Managing Your Boss</li> </ul>	<ul style="list-style-type: none"> <li>● Exercise: Knowledge Task</li> </ul>
<b>PART 3: The Team</b>				
6	10/17	Groups and Teams	<ul style="list-style-type: none"> <li>● B Players (Canvas)</li> </ul>	<ul style="list-style-type: none"> <li>● Case #2: Learning Team #28</li> <li>● Due 10/21: Team progress report (Canvas)</li> </ul>
7	10/24	Coordination and Conflict	<ul style="list-style-type: none"> <li>● Taking the Stress Out</li> <li>● Midterm Exam Review</li> </ul>	<ul style="list-style-type: none"> <li>● Teams meet with TAs</li> <li>● Due 10/28: Purchase simulation</li> </ul>
8	10/31	Midterm Exam (6pm-8pm)		
<b>PART 4: The Business Unit</b>				
9	11/7	Networks	<ul style="list-style-type: none"> <li>● Company Behind the Charts</li> <li>● How to Build Your Network</li> </ul>	<ul style="list-style-type: none"> <li>● Team presentations (Canvas)</li> <li>● Team member evaluations</li> </ul>
10	11/14	Strategy and Competition	<ul style="list-style-type: none"> <li>● Five Competitive Forces</li> <li>● Analyzing the External Environment</li> </ul>	<ul style="list-style-type: none"> <li>● Simulation: GlobalTech</li> <li>● Due 11/18: Networks assignment (Canvas)</li> </ul>
11	11/21	No lecture (Thanksgiving)	None	<ul style="list-style-type: none"> <li>● No recitation</li> </ul>
<b>PART 5: The Organization</b>				
12	11/28	Leading Change	<ul style="list-style-type: none"> <li>● Why Transformation Efforts Fail</li> <li>● Change or Die (Canvas)</li> </ul>	<ul style="list-style-type: none"> <li>● Simulation: GlobalTech</li> </ul>
13	12/5	Structure and Culture	<ul style="list-style-type: none"> <li>● Grouping Jobs Into Functions and Divisions</li> <li>● Organizational Culture</li> </ul>	<ul style="list-style-type: none"> <li>● Case #3: Zappos</li> </ul>
14	12/12	Conclusion	<ul style="list-style-type: none"> <li>● Final Exam Review</li> </ul>	<ul style="list-style-type: none"> <li>● No recitation</li> </ul>
15	12/21	Final Exam (3pm-5pm)		