



MGMT 101: INTRODUCTION TO MANAGEMENT

FALL 2017

Professor: Drew Carton – carton@wharton.upenn.edu

For questions on
course enrollment: MGMT-Course-HelpDesk@wharton.upenn.edu

Canvas Course Site: <https://canvas.upenn.edu/courses/1375040>

Lectures: 001: M 10:30-11:50 (SH-DH 350)
002: M 12:00-1:20 (SH-DH 350)
003: M 1:30-2:50 (SH-DH 350)

Office Hours
for Prof. Carton: See below

Office hours for
Recitation Instructors: Varies by instructor. See Canvas.

Class Coordinator: Karren Knowlton – karren@wharton.upenn.edu

OVERVIEW: THE MANAGEMENT PUZZLE

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 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, interpersonal interaction, 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'll 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 will allow you to improve how your future company functions. You'll 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, organizational culture, social networks, negotiations, conflict management, and decision making.

Management is a social science discipline. Like any other discipline, it is predicated on collecting data and analyzing it using advanced 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 critical concepts. 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

I realize that you have to read extensively for all of your classes, so I want to make sure that the readings for this class are as worthwhile as possible. I sought readings that will help you learn the course concepts while also being engaging and fun to read. Many of the readings are from recent books. I think you'll enjoy them and learn a lot. They are available in a course pack on study.net for \$78.41. Please find study.net on Canvas. You will also have to purchase a simulation, which can be bought separately from the course pack. The simulation is on study.net. It costs \$35. You must purchase it by Sunday, September 17 at 11pmth.

GRADING

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

- Two short papers (6 points each for 12 points total)
- Monday attendance and engagement (8 points)
- Recitation attendance and engagement (8 points)
- Midterm exam (30 points)
- Group presentation (5 points)
- Group written report (5 points)
- Final exam (32 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
50 - 63	D-
0 - 49	F

OFFICE HOURS

My office is SH-DH 2029. Office hours are for students. Getting to know students is my favorite part of teaching at Wharton. I'll be holding office hours on Mondays after class, beginning on October 2nd. From 4:15-5:00pm, you can just stop in (you do not need an appointment). After 5pm, the doors to the management area are usually locked by security (unfortunately I have no control over this), so to ensure that no one is left waiting outside for a long period of time, I will

set up an online form each week for students to sign up for appointments. The link to this form will be placed on Canvas prior to when class begins. If you have one of these appointments, then you must enter through front door of the Management suite and you'll have to call me using the phone on the wall to the right of the doors to the management area. You only have to dial five numbers: 63553. When I see that you are calling and I'm free from my previous meeting, I won't pick up and I'll just come to the front door to let you in. If I need a few more minutes to wrap up an ongoing meeting, then I'll answer and let you know. You get to the front doors of the management area by going up the staircase to the right of the security desk once you walk through the front doors of Steinberg Hall.

COURSE POLICIES

Seating: I'm hoping to get to know all of you. 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 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. Thank you for your understanding. The seating chart will be provided on the first day of class. Because of this, you do not need to bring name cards of any sort. Unfortunately, I can't grant requests to move seats. I typically get several dozen such requests and it would be impossible to honor each request without undermining the whole purpose of the seating chart! If you have a medical issue for which you need to have a certain seat, then please contact me by September 7.

Electronics: Unless you have received permission directly from me, please turn off phones, tablets, computers, and all other electronics for the entire duration of all classes and recitations, unless you are instructed to do otherwise. As far as note taking, on the first day of class I'll review 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 your peers. 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. This is distracting. It also reduces the energy in the classroom, detracting from the learning experience.

Engagement during Monday Class: To understand the material, it's critical that you attend Monday classes. Since the root of "attendance" is "attend", you must be present not only physically but mentally as well such that you're simply paying attention. The class is taught in such a way that it is not possible to "catch up" later via the readings. Further, the experience can't be properly replicated via a video recording of the class. For instance, some questions on the exams will require you to draw on your experience with the exercises that we'll do in class each Monday. Given the size of the class, there won't be an opportunity for everyone to talk on a regular basis. However, there are small ways that you can engage in each class: answering my questions about the readings, using the interactive "voting" software devices when I poll the class (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. Moreover, Monday class attendance is worth 8% of your grade. So it is in everyone's interests that you show up on time and prepared each Monday. If you do — even if you don't get a chance to speak in class — you'll get full credit for this component of the class. Thank you for taking this part of the course seriously.

Recitation Attendance and Engagement: 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 on excused absences). Your instructor will proactively elicit participation from everyone, so it is important that you are fully prepared for each class. If you (1) come to class prepared to answer questions and contribute to the discussion and (2) you engage in the exercises, cases, and simulations that take place each week, then you will receive all 8 points.

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 recitation instructor and the class coordinator (Karren Knowlton — her email is above) directly to make other arrangements for completing the exam. See below for policies related to exam conflicts. 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 2nd. 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 recitation instructor if you have any questions about expectations.

CONCEPTS THAT WE'LL COVER AT EACH ORGANIZATIONAL LEVEL

1. Organizational

- a. Corporate Level Strategy
- b. Organizational Design
- c. Organizational Change
- d. Organizational Culture

2. Unit

- a. Business Unit Strategy
- b. Unit Power
- c. Networks

3. Teams

- a. Decision Making / Problem Solving
- b. Coordination
- c. Conflict
- d. Diversity

4. Interpersonal Influence

- a. Knowledge Seeking
- b. Nudging
- c. Motivation
- d. Negotiation

5. Individual

- a. Decision Making
- b. Ethics
- c. Creativity
- d. Job Crafting
- e. Personality

WEEKLY SCHEDULE

- Week 1 (September 11)
 - **Topic**
 - **Introduction to Management**
 - Readings for Monday Class
 - Read the syllabus. Pay special attention to the section (above) entitled “Overview: The Management Puzzle,” which will be the focus of our discussion in class.
 - Assignment Deadline
 - Before the September 11th lecture: note on Canvas (under “Assignments”) that you have read the syllabus
 - Recitation Topic
 - “A Month at Microsoft”

- Week 2 (September 18)
 - **Topic**
 - **Corporate-Level Strategy**
 - Readings for Monday class
 - Freedman – “Strategy: A History” (pages 460 – 462)
 - Porter – “On Competition” (pages 3 – 24)
 - Capron and Mitchell – “Build, Borrow, or Buy” (pages 11 – 34)
 - Assignment Deadline
 - Before recitation: Read Kotter – “Why Transformational Efforts Fail”
 - Before recitation: Read “ExperienceChange: User’s Guide”
 - Before recitation: Read “ExperienceChange: Change Theory”
 - Recitation Topic
 - ExperienceChange Simulation

- Week 3 (September 25)
 - **Topic**
 - **Organizational Design, Change, and Culture**
 - Readings for Monday class
 - Kotter – “Why Transformational Efforts Fail”
 - Assignment Deadline
 - Before recitation: Review Kotter and ExperienceChange: Change Theory
 - Recitation Topic
 - ExperienceChange Simulation

- Week 4 (October 2)
 - **Topic**
 - **Organizational Culture**
 - Assignment Deadlines
 - By Tuesday, October 10: Choose your group for the team project and inform your recitation instructor
 - By Friday, October 13: Identify 3 possible organizations for the group project

- and send them to your recitation instructor for approval
 - No Recitation
- Week 5 (October 9)
 - **Topic**
 - **Business-Level Strategy, Power, and Networks**
 - Readings for Monday class
 - Porter – “On Competition” (pages 305 – 312; 320-324)
 - Pfeffer – “Managing with Power” (pages 147 – 164)
 - Baker – “Achieving Success Through Social Capital” (pages 35 – 57)
 - Cross and Parker – “The Hidden Power of Social Networks” (pages 15 – 30)
 - Assignment Deadlines
 - By Tuesday, October 10: Choose your group for the team project and inform your recitation instructor
 - By Friday, October 13: Identify 3 possible organizations for the group project and send them to your recitation instructor for approval
 - Recitation Topic
 - Analyze your Social Network
- Week 6 (October 16)
 - **Topic**
 - **Team Decision Making and Problem Solving**
 - Readings for Monday class
 - Groysberg – “Chasing Stars” (pages 141 – 149)
 - Carton – “The Configuration Conundrum” (I will email this to you)
 - Assignment Deadline
 - Paper due on October 19 at 11:59pm: *Sculpt Your Social Network*
 - Recitation Topic
 - The Dartmouth Report
- Week 7 (October 23)
 - **Topic**
 - **Team Coordination, Conflict, and Diversity**
 - Recitation Topic
 - GlobeSmart
 - October 26 at 11:59pm: Submit preliminary project plan for group project
- Week 8 (October 30)
 - **Topic**
 - **Knowledge-Seeking and Nudging**
 - Readings for Monday Class
 - Thaler and Sunstein – “Nudge” (177 – 184)
 - Assignment Deadlines
 - Sunday, November 5 at 11 p.m.: Submit assignment for recitation on reward systems
 - Recitation Topic

- Negotiations
- Midterm (November 2)
 - 6:00 p.m. to 8:00 p.m.
- Week 9 (November 6)
 - **Topic**
 - **Rewards / Motivation I**
 - Readings for Monday Class
 - Heath and Heath – “Made to Stick” (pages 98 – 129)
 - Assignment Deadlines
 - Sunday, November 5 at 11 p.m.: Submit assignment for recitation on reward systems
 - Recitation Topic
 - How Do We Construct Fair Reward System?
- Week 10 (November 13)
 - **Topic**
 - **Motivation II**
 - Assignment Deadlines
 - November 16 at 11:59 p.m.: Submit group project final papers
 - Recitation Topic
 - Group Presentations
- Week 12 (November 27)
 - **Topic**
 - **Motivation III / Negotiation**
 - Readings for Monday Class
 - Heath and Heath – “Switch” (76 – 81; 105 – 113; 182 – 190)
 - For recitation: Read *PINTO fires* (study.net)
 - Recitation Topics
 - Pinto Fires
- Week 13 (December 4)
 - **Topic**
 - **Decision Making, Ethics, Creativity, and Job Crafting**
 - Readings for Monday Class
 - Kahneman – “Thinking Fast and Slow” – (pages 85 to the first two lines of 88; 109-118)
 - Dan Pink – “Drive” (pages 107 – 128)
 - Wrzesniewski, Berg, and Dutton – “Managing yourself: Turn the Job You Have into the Job You Want”
 - Recitation Topics
 - Managing Yourself: Job Crafting / Work Orientation
- Week 14 (December 11)

- **Topic**
 - **Personality / The Management Puzzle: Putting the Pieces Together**
- Assignment deadlines:
 - Paper due on December 20 at 11:59 p.m.: *Craft Your Job*
- Final Exam (December 18)
 - 3:00 p.m. to 5:00 p.m.