



## MGMT 101: INTRODUCTION TO MANAGEMENT FALL 2018

Faculty: [Professor Aline Gatignon](#)  
Office: SHDH 2023  
Tel: 215-898-9368  
E-mail: [galine@wharton.upenn.edu](mailto:galine@wharton.upenn.edu)  
Office hours: Tuesdays 3-5pm, or by appointment  
Course website: Canvas link to be provided  
Lectures: 001M 10:30-11:50am (in SHDH 350)  
002M 12:00-1:20pm (in SHDH 350)  
003M 01:30-2:50pm (in in SHDH 350)  
Head TA: Elizabeth Qian ([qiane@wharton.upenn.edu](mailto:qiane@wharton.upenn.edu))  
TA Office hours: Vary by TA - available on Canvas, all in SHDH 3101

For all course enrollment questions, please email: [mgmt-course-helpdesk@wharton.upenn.edu](mailto:mgmt-course-helpdesk@wharton.upenn.edu)

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

### COURSE DESCRIPTION

Organizations are all around you. Some have helped shaped who you are. Others may influence you more indirectly by shaping the world you live in. And you, in turn, have a role to play in shaping them. That role will become increasingly important as you join the workforce, gain experience, and eventually take on greater leadership responsibilities.

The better you are equipped to take on that role of shaping the organizations around you, the greater an impact you can have through your actions. Management involves helping a group of people within an organization to achieve common goals that they can't (or wouldn't want to) accomplish on their own. This course will teach you how to formulate those goals and implement strategies for attaining them.

The course is organized into three modules, each of which covers three key areas of management. As we move from one module to the next, we will gradually "drill down" from more macro-level to more micro-level questions and concepts. The first module covers three core concepts in strategic management: competitive strategy, corporate strategy and cooperative strategy. The second module analyzes three major issues that managers must integrate into their strategy formulation: innovation and organizational change, global strategy, and corporate social responsibility. The third module covers three micro-level concepts that are critical to implementing strategies to address these issues: leadership, teams and job design. Through these three modules, the course will provide you with a roadmap to the different areas within the discipline of management and the ability to bring them together to solve managerial problems.

## **CLASS FORMAT**

Every Monday, you will attend a lecture during which I will introduce the core concepts for the topic we are studying that week. You will then have a recitation session later on in the week. These are designed to provide a deeper dive into those concepts by helping you engage more directly with the material through case studies, exercises, a simulation and class discussion.

## **MATERIALS**

You will be assigned required readings for each Monday lecture (unless indicated otherwise in the schedule outlined below). I selected these readings to help you better grasp the concepts that are covered during the lecture, and to prompt your interest in the topic at hand. In addition to being informative, I therefore hope you will also find them thought provoking and enjoyable to read. I also include an optional reading every week, showcasing recent research by a Wharton faculty member from the management department about that topic.

For the recitations, there are also required readings. These are typically shorter and often revolve around a case study. They serve to introduce a discussion about the application of the concepts covered in the Monday lecture.

The materials can be accessed as a course pack through canvas, on study.net. You will also need to purchase a simulation separately from the course pack. Instructions will be provided for how to do so at the start of the semester.

## **COURSE WEBSITE**

The course website is hosted on Canvas. You should access it prior to the beginning of the semester so that you are familiar with the layout and content. Make sure that your notification settings are such that you will be notified immediately of any new content or information made available throughout the semester.

Important features to check regularly on the Canvas website include (but are not limited to):

- a copy of the syllabus,
- announcements about lectures, recitations, assignments and grades,
- lecture slides (posted with partial content before each lecture to help you focus on the material being conveyed in class)

## **GRADING**

Your overall course grade for MGMT101 will be assigned to reflect the extent to which you have assimilated the course content and are able to use it to think critically about managerial problems. In other words, you will not be graded on a curve. Your grade will correspond to the sum of the points you have accumulated as a proportion of the total points available. The following scale will be used:

A+: 97-100%	B+: 87-89.99%	C+: 77-79.99%	D+: 67-69.99%
A: 93-96.99%	B: 83-86.99%	C: 73-76.99%	D: 63-66.99%
A-: 90-92.99%	B-: 80-82.99%	C-: 70-72.99%	F: 62.99% or below

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

- Midterm Exam (25 %)
- Final Exam (30 %)
- 2 Individual written assignments (10%):
  - Organizational assessment (5 %)
  - Job Design (5%)
- Group project (20%)
  - Progress report (2.5%)
  - Written outline or slides (2.5%)
  - Team presentation (15 %)
- Attendance & participation (15 %)

Further detail about each of these assignment components can be found below and on Canvas. No late submissions are accepted for any assignments. Note also that exams and individual papers are blind-graded. I put considerable effort into working with the TA team to make sure that all graders adhere strictly to the same template and there are no distinctions in how students are graded across recitations.

## **ASSIGNMENTS**

### **1. Exams (55%)**

The midterm exam will cover all course materials (lectures, readings and recitations) from the first module of the course. It will be worth 25% of your overall course grade. It will be held on October 24<sup>th</sup> from 6-7:30pm.

The final exam will cover all course materials (lectures, readings and recitations) from modules 2 and 3. It will be worth 30% of your overall course grade. The exact dates, times and locations of the exam will be announced in class and on Canvas.

Both exams will consist of multiple choice and short answer questions. Sample questions will be available on Canvas. Review sessions are included before each exam, as per the detailed outline below.

### **2. Individual Written Assignment I: Organizational Assessment (5%)**

For this assignment, I would like you to identify an organization that has had an important impact on your life (for better or worse) and that you have had some level of personal involvement with. This organization does not have to be a company. It could be a nonprofit organization, political party, educational institution, sports club, etc. Perhaps you are or were a member of the organization, you have worked there, volunteered there, helped found the organization or your community has been closely affected by its actions, for example.

Briefly introduce the organization. Then use your knowledge of the organization and any other sources available to assess its competitive strategy, corporate strategy, or cooperative strategy (pick ONE of the three) \*. Assign it a grade of 1 (very poor), 2 (ok but could do better) or 3 (very good overall) and explain why you chose that grade. Limit your analysis to the strategy the organization has chosen and implemented, not what you feel could perhaps have been done differently.

Your assignment should be no more than 2 pages long total. It should be formatted to 12-point font size in Times New Roman, double-spaced, with 1" margins. Your Penn ID should be included at the top right but not your name. Neither should you state your name in the text of your submission. Your TA may

identify your paper using your Penn ID after having registered your grade, as a basis for class discussion during the recitation session.

\* Note that while course content for these sessions focuses more on firms, it can apply to other types of organizations as well. For example, even nonprofit organizations can compete for scarce resources from donors, sports clubs can diversify and expand their funding sources, and universities can collaborate with public or private partners or form research and teaching alliances.

Submission deadline: 8pm on Monday October 15th.

### **3. Individual Assignment II: Job Design (5%)**

Describe your ‘dream job’ after graduation. Be realistic – the job must be attainable in that it should be aligned with your skills and abilities. Describe which aspects you would find most motivating, and which might be less so.

Your assignment should be no more than 2 pages long total. It should be formatted to 12-point font size in Times New Roman, double-spaced, with 1” margins. Your Penn ID should be included at the top right but not your name. Neither should you state your name in the text of your submission. Your TA may identify your paper using your Penn ID after having registered your grade, as a basis for class discussion during the recitation session.

Submission deadline: 8pm on Friday, November 30th

### **4. Group Project (20%)**

- Progress report (2.5%)
- Written outline or slides (2.5%)
- Team presentation (15 %)

**Overview:** Choose a recent (past year) example of an organization that faced a major crisis related to one of the topics in module 2 (organizational change and innovation, global strategy, or corporate social responsibility). Analyze what it did and what it could have done differently in light of the micro and macro concepts covered in class.

**Forming teams and picking a topic:** The week of September 24<sup>th</sup>, which is the third week of class, will be structured around setting up your group projects. There will be no lecture that week, but you should devote that time to thinking about possible topics and reaching out to your peers from your recitation session to form groups. Recitation sessions that week will focus on answering any questions you might have about the assignment and scoping out your topic. You will have until the following Monday (October 1<sup>st</sup>) to enter your group composition and submit a short paragraph describing your topic on Canvas.

**Progress report:** Your team will prepare and submit a two-part progress report for review by your TA. The first part will consist of a 1-2 page outline of your chosen organization and action, and your initial thoughts on the concepts you will use in your analysis. The second part of the report will consist of 2-3 pages of constructive reflection on your progress so far. It should include: (a) two examples of what is working well in your team’s efforts (b) two examples of what is not working well (c) one example of how each of the latter issues can be improved. Your team will then meet with your TA so that s/he can provide feedback and address any questions you have about the project.

***Final slides or outline:*** You should submit these online through Canvas AND bring a printed copy for your TA the day of your final presentation. This is not a formal written report, simply a record of the flow of your presentation.

***Presentation:*** The team presentations will take place during the recitations for the last week of class. Each team will be allocated 10 minutes, including 8 minutes to present plus 2 minutes for Q&A. All 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.

***Note on originality and submissions via Canvas:*** In line with university policy regarding academic integrity (see below), you are responsible for avoiding plagiarism and citing all sources used in used in your team progress report and final presentation slides. Your assignments will be checked for originality using Turnitin.

***Grading criteria:*** To receive a high grade for your work on this project, you must select appropriate management concepts to analyze the organizational crisis you have chosen, demonstrate your understanding of the theoretical concepts, and show how they apply to the organization's actions in dealing with this crisis. Your presentation should include: (a) a brief overview of the organization and the crisis, (b) an analysis of how the organization dealt with the crisis using appropriate and relevant management concepts, and (c) a proposal for an alternative strategy and/or implementation plan that you feel would have been more successful.

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, 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 section will have an opportunity to ask questions, and the Q&A session will be evaluated as part of the team's presentation too.

***Collective and individual grade components:*** It is important to be a team player in this assignment. Accordingly, your grade will have two components. For the collective component, the presentation itself will be graded out of 13 points, and everyone on the team will receive the same grade out of 13. This reflects the reality of teamwork in real life work situations –all team members are usually held equally accountable for the quality of their output, even though some might have worked harder than others. So, it will be 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. Still, we recognize that in reality, not everyone always puts in their best effort for a team project. To account for this, there will also be an individual component of the grade, where you can earn up to 2 additional points based on how the other members of your team evaluate you. To assign these points, each team member will be asked to individually submit a confidential 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 your team assignment. You will be asked to assign 0, 1, or 2 points to each of your team members, according to whether their contributions were low, medium, or high. When determining the individual component of the team presentation grade, we will average the points you received from your team members.

## **5. Attendance & Participation (15%)**

### ***Attendance (10%):***

- *Lectures:* Lecture attendance is required and counts toward your grade. You are expected to attend the Monday lecture for which you are registered. Since this is a large class, we will use a preassigned seating plan, as is common in the MBA program. I will provide the seating plan as well as name cards on the first day of class. Attendance will be taken each week. Missing more than 5 minutes of lecture (by arriving late, leaving early, or exiting the room during the class) counts as missing the entire lecture. Note that attendance will not be taken for the first lecture, the midterm exam review session or the final exam review session.

- *Recitations:* Recitation attendance is required and counts toward your grade. Attendance will be taken each week. We expect on-time attendance at all recitations. Missing more than 5 minutes of recitation (by arriving late, leaving early, or exiting the room during the class) counts as missing the entire recitation.

- *CAR-documented absences:* While you are expected to attend every lecture and recitation, I recognize that illness or other conflicts sometimes intervene. You will therefore be permitted two CAR-documented absences from lectures OR recitations (after the first week, which will not be counted). See Course Policies for how to document an absence in the Course Absence Reports system. Each additional absence beyond the two permitted ones will result in a 1-point deduction from your attendance grade.

Please note that the exams will draw heavily on the content covered in lectures, which will go well beyond the readings, and that recordings of the lectures will not be available. Thus, the content that you will miss if you do not attend a lecture will not be available to you in another form.

### ***Participation (5%):***

- *Lectures:* I will often invite participation in lectures, but lecture participation will not affect your grade.

- *Recitations:* 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 readings for each recitation in advance and come prepared to discuss them.

To earn the full 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.

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

**Electronics:** Please turn off all phones, tablets, computers and other electronics and ensure they are put away *out of sight* for the entire duration of all lectures and recitations, unless you are instructed to do otherwise. Recent research shows that taking notes by hand rather than on a computer is superior for long-term retention of material. Additionally, this policy reduces distractions for other students around you in the classroom, since when electronics are permitted it can be hard to resist the temptation to check email or surf the web, which is distracting for others and also reduces the energy in the classroom, detracting from the learning experience. The lecture slides will be provided in advance of each lecture so that you can print them out if you want to take notes on them directly.

**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 will be 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 **at least two weeks in advance for anticipated exam conflicts** to make other arrangements.

**Withdrawing from the class:** We will not approve any request to withdraw from the class that is submitted after Monday, October 8<sup>th</sup>. 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 for their exams must have an official letter from student disability services. They 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.

**Student-faculty meals:** I hold a series of lunches during the semester with up to 12 students each time, 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 by selecting the "Find Appointments" button on the Canvas Calendar.

**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 do not hesitate to reach out. When sending me an email, it is helpful if you include your lecture section number and recitation number. Typical turnaround time for emails is one business day.

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### **IMPORTANT DATES TO REMEMBER**

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- 09/10 First day of class – Confirm on Canvas before class that you have read the syllabus
- 09/24 No lecture – Group Project setup week
- 10/01 Sign your team up on Canvas and submit your project description
- 10/04 Beginning of Fall Break – sign up for a make-up session if you have a Thursday recitation schedule
- 10/15 Submission Deadline: Organizational Assessment paper
- 10/24 MIDTERM EXAM – No recitations this week
- 11/22 Thanksgiving – No recitations this week
- 11/30 Submission Deadline: Job Design Paper
- 12/10 Last day of class – optional review session
- Tbd FINAL EXAM

**1. Introduction to Management (09/10)**

*Lecture:* Introductory session

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

*Recitation:* Introductory Discussion (no reading)

**MODULE 1: MACRO CONCEPTS**

**2. Competitive Strategy I: Where & How to Compete (09/17)**

*Lecture:*

Porter (2008): “The Five Competitive Forces that Shape Strategy” (in *On Competition*, pp.3-35)

Wharton research (optional): R. Adner and Rahul Kapoor (2010): “Value Creation in Innovation Ecosystems.” *Strategic Management Journal*, 31: 301-333.

*Recitation:* The Movie Exhibition Industry case

**3. Group project setup - No Lecture (09/24)**

*Lecture:* reflect on possible topics for the group project.

*Recitation:* prepare any questions you might have about the assignment.

**4. Competitive Strategy II: Where & How to Compete (10/01)**

*Lecture:*

Brandenburger & Stuart (1996) “Value-based Business Strategy”

Ghemawat & Rivkin (2009): “Creating Competitive Advantage” (in *Strategy and the Business Landscape*, pp.49-60)

Wharton Research (optional): C. Zott & Raffi Amit (2008). "The Fit Between Product Market Strategy and Business Model: Implications for Firm Performance." *Strategic Management Journal*, 29:1-26.

*Recitation:* Philly Beer Company case

FALL BREAK starts on Thursday October 4th. Students with a recitation on 10/04 should sign up for either an alternative recitation this week or for one of two make-up sessions the following week.

## 5. Corporate Strategy: Build, Borrow or Buy (10/08)

*Lecture:*

Capron & Mitchell (2012): “Introduction” (in *Build, Borrow, or Buy*, pp1-10)

<https://www.inc.com/melissa-schilling/how-to-tell-difference-between-a-sweet-acquisition-deal-a-disaster-in-the-making.html>

<https://www.inc.com/melissa-schilling/the-top-4-reasons-most-acquisitions-fail.html>

Wharton research (optional): Siwen Chen and Emilie Feldman (2018), [Activist-Impelled Divestitures and Shareholder Value](#), *Strategic Management Journal*, forthcoming

*Recitation:* [Lego case](#)

## 6. Collaborative Strategy: Alliances, Networks and Ecosystems (10/15)

*Lecture:*

Greve, Rowley, & Shipilov (2014): “Introduction: All Roads Lead to London” (in *Network Advantage*, pp. 1-17).

Kale & Singh (2009): “Managing Strategic Alliances: What Do We Know Now, and Where Do We Go From Here?”, *Academy of Management Perspectives*, Vol. 23, No. 3

Wharton research (optional): Lori Rosenkopf & M. Schilling (2007). “Comparing Alliance Network Structure Across Industries: Observations and Explanations.” *Strategic Entrepreneurship Journal*, 1, 191 - 209.

*Submit your Organizational Assessment through Canvas by 8PM on Monday October 15th.*

*Recitation:* North Star Alliance – watch or read <http://knowledge.wharton.upenn.edu/article/partnerships-for-healthcare-innovation-in-africa/>

## 7. Midterm Review and Exam (10/22)

*Lecture:* Midterm Review Session (OPTIONAL - no reading)

*Recitation:* No recitation this week

\*\*\*\*\*MIDTERM EXAM – Wednesday October 24<sup>th</sup> from 6-7:30pm\*\*\*\*\*

## MODULE 2: ISSUES AND TRENDS

### 8. Innovation & Organizational Change (10/29)

*Lecture:*

Tushman & O'Reilly (2004): "Ambidextrous Organizations" (Harvard Business Review)

Sull (2009): "Competing through Organizational Agility" (The McKinsey Quarterly)

Birkinshaw & Haas (2016): "Increase Your Return on Failure" (Harvard Business Review)

Wharton research (optional): Assenova VA (2018) Modeling the diffusion of complex innovations as a process of opinion formation through social networks. PLoS ONE 13(5)

*Recitation:* Xchange simulation – do warmup exercise prior to class and prepare two "actions" to take that will enhance the odds of your innovation gaining internal acceptance (further instructions to be provided in class).

### 9. Global Strategy (11/05)

*Lecture:*

Ghemawat, Pankaj (2007) "Managing Differences: The Central Challenge of Global Strategy" *Harvard Business Review* 85(3): 58-68.

Mauro Guillen and Esteban Garcia-Canal (2012) "Emerging Markets Rule: Growth Strategies of the New Global Giants", Introduction: A Permanent Revolution (p1-16)

Wharton research (optional): Exequiel Hernandez (2014). "Finding a Home away from Home: Effects of Immigrants on Firms' Foreign Location Choice and Performance." *Administrative Science Quarterly*, 59 (1), 73 – 108

*Recitation:* [Manchester City Football Club](#)

### 10. Corporate Social Responsibility (11/12)

*Lecture:*

Porter & Kramer (2011) "Creating Shared Value" (Harvard Business Review)

Hoffman, A. (2018) "The Next Phase of Business Sustainability" (Stanford Social Innovation Review)

Wharton research (optional): Witold Henisz et al. (2014): "Spinning Gold: The Financial Returns to Stakeholder Engagement." *Strategic Management Journal*, 35(12) 1727–1748.

*Recitation:* Natura in Brazil (content to be provided closer to the session date)

## MODULE 3: MICRO CONCEPTS

### 11. Leadership and Motivation (11/19)

*Lecture:*

Latham (2004): “The Motivational Benefits of Goal-Setting” (*Academy of Management Executive*)

Phillips (2014): “How Diversity Works” (*Scientific American*)

Chatman & Cha (2003): “Leading by Leveraging Culture” (*California Management Review*)

Wharton research (optional): Nancy Rothbard et al. (2005). Managing Multiple Roles: Work-Family Policies and Individuals’ Desires for Segmentation. *Organization Science*, 16(3): 243-258.

*Recitation:* No recitations this week

### 12. Effective Teams (11/26)

*Lecture:*

Groysberg “Chasing Stars”, p141-149

Haas & Mortensen (2016): “The Secrets of Great Teamwork” (*Harvard Business Review*)

Wharton research (optional): Martine Haas & J. Cummings (2015). “Barriers to Knowledge Seeking within MNC Teams: Which Matter Most?” *Journal of International Business Studies*, 46 (1), 36 - 62.

*Recitation:* GlobeSmart Exercise (no reading)

*Job Design Assignment due by 8pm on Friday, November 30th*

### 13. Job Design (12/03)

*Lecture:*

Kahneman – “Thinking Fast and Slow” – (pages 85 to the first two lines of 88; 109-118)

Dan Pink – “Drive” (pages 107 – 128)

Wresniewski et al. (2010): “Turn the Job You Have into the Job You Want” (*Harvard Business Review*)

Wharton research (optional): Adam Grant (2008). “Designing Jobs to Do Good: Dimensions and Psychological Consequences of Prosocial Job Characteristics.” *Journal of Positive Psychology*, 3(1): 19-39.

*Recitation: Team Presentations (no reading) – remember to bring a printed version of your slides or presentation outline for your TA **and** to submit them on Canvas.*

#### **14. Final Review (12/10)**

*Lecture: Final Review Session (optional, no reading)*

*Recitation: No recitations this week*

**\*\*\*\*\*FINAL EXAM – Date tbd\*\*\*\*\***

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*PLEASE NOTE:*

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