

MGMT 101: INTRODUCTION TO MANAGEMENT SPRING 2020

Virtual course plan for MGMT 101

Lecture sessions

- We will not have synchronous (i.e., live) lecture sessions. Instead, we will post recorded lecture video on Canvas by our scheduled time of meeting every week.
- We will also post quiz questions along with each recorded lecture video. Please complete the quiz questions **AFTER** viewing the recorded lecture. You are allowed to take multiple attempts on the quiz and you will **NOT** be graded by the quiz.
- You will receive your attendance point for the week once you finish watching the recorded lecture video and complete the quiz questions by **Wednesday at 11pm EST every week..**
- To maintain the interactive element of the course, I will hold three 30-minute online synchronous Q&A sessions at different times of Monday every week to accommodate students in different time zones. These sessions are **OPTIONAL** and will be offered via BlueJeans. Note that I am **NOT** going to go through the content which has already been covered in recorded lecture video and will **ONLY** focus on the questions or the additional subject you would like to discuss about the topic of the week. Therefore, I would appreciate if you bring your questions or the subject you would like to discuss to the sessions. Here is a tentative schedule of those synchronous sessions (in Eastern time) and the schedule might be adjusted based on attendance:
 - Monday 10:00 – 10:30am
 - Monday 1:00 – 1:30pm
 - Monday 9:00 – 9:30pm
 - BlueJeans Link: <https://bluejeans.com/5616621066> (Meeting ID: 561 662 106 6)

Recitations

- We will not have synchronous recitation sessions. Instead, for each recitation, you are expected to read the articles/case assigned and complete the associated quiz questions we add for the articles/case on Canvas.
- You will receive your attendance point for the recitation of the week once you finish reading the assigned articles/case and complete the quiz questions by **Friday at 11pm EST every week.**
- You should still submit your response paper to your TA if you have not done so. All remaining Response Papers (for those who have not yet completed one this semester) will now be due **Thursdays at 11 PM for ALL recitation sections** (i.e., Whole Foods paper will be due April 2nd at 11 PM; Bear Stearns will be due April 9th at 11 PM).
- We will use the “Discussion” function on Canvas to replace the classroom discussion. After reading the articles/case, please comment on the discussion questions by **Friday at 11pm EST every week.** You will not be able to see other people’s comments before you post your comments. Your TA will grade your participation based on the quality/thoughtfulness of your comments.
 - Once you make your own comments, you can also comment on others’ comments. The value-added interaction with other people’s comments (e.g., extending or complementing their comments) will also contribute to your participation grade.
- To maintain the interactive element of the recitations, TAs will hold short online synchronous

Q&A sessions during the week. We have provided daytime and evening options to accommodate students in different time zones. The schedule of those sessions is available here (all times are in Eastern Time).

Day of the Week	Time (Eastern)	TA Host	Link to Join Q&A Sessions
Monday	2-2:30 PM	Jason	TBD
Monday	2:30-3 PM	Taylor	https://bluejeans.com/6908399256
Monday	3:30-4 PM	Rachel	https://upenn.bluejeans.com/6105517975
Monday	9:30-10 PM	Arianna	https://bluejeans.com/4732191573
Monday	9:30-10 PM	Laura	https://bluejeans.com/2224705943
Tuesday	12:30-1 PM	Anastasia	https://bluejeans.com/1649739090
Tuesday	3:30-4 PM	Arianna	https://bluejeans.com/4732191573
Tuesday	9:30-10 PM	Rachel	https://upenn.bluejeans.com/6105517975
Tuesday	10:30-11 PM	Anastasia	https://bluejeans.com/1649739090
Tuesday	10:30-11 PM	Taylor	https://bluejeans.com/6908399256
Wednesday	12:30-1 PM	Laura	https://bluejeans.com/2224705943
Wednesday	5-5:30 PM	Samantha	https://bluejeans.com/6781125396
Thursday	11:30-12 PM	Karen	https://bluejeans.com/9126668205
Thursday	9:30-10 PM	Jason	TBD

- Please note that:
 - ◆ Those sessions focus primarily on addressing the questions about course concepts and cases
 - ◆ You could attend the synchronous session of any TA to ask questions if you have time zone or schedule conflict with the session of your recitation TA.

Revised Course Plan

Week 11 (March 23). Structure & Work

Lecture:

- Wresniewski et al. (2010): “Turn the Job You Have into the Job You Want” (Harvard Business Review)
- Gulati (2018): “Structure That’s Not Stifling” (Harvard Business Review)

Recitation:

- No recitation. Work on your team progress report

*** Deadline: Due Friday, March 27 by 11pm EST (on Canvas): Team progress report ***

Week 12 (March 30). People: Managing Employees

Lecture:

- Latham (2004): “The Motivational Benefits of Goal-Setting” (Academy of Management Executive)
- Cappelli (2018): “HR Goes Agile” (Harvard Business Review)

Recitation:

- Whole Foods articles

Week 13 (April 6). Culture: Informal Organization

Lecture:

- Schein (1984): “Coming to a New Awareness of Organizational Culture” (Sloan Management Review, pp.3-7 ONLY)
- Chatman & Cha (2003): “Leading by Leveraging Culture” (California Management Review)

Recitation:

- Bear Stearns & JP Morgan case

*** Deadline: Due Thursday, April 9 by 11pm EST: Questions for guest speaker ***

Week 14 (April 13). Guest Speaker

Lecture:

- No reading

Recitation:

- Prepare for team presentations

Week 15 (April 20). Integration: Congruence and Change

Lecture:

- O’Reilly & Tushman (2004): “The Ambidextrous Organization” (Harvard Business Review)
- Birkinshaw & Haas (2016): “Increase Your Return on Failure” (Harvard Business Review)

Recitation:

- Team Presentations (no reading)

Week 16 (April 27). Final Review

Lecture:

- Final Review Session (OPTIONAL - no reading)

Recitation:

- Team Presentations (no reading)

Revised assignments and assessment

Grading Options Update

We recognize that given the changes to the instruction format this semester, you may appreciate the option to change your grading status to pass/fail. If you would like to change your grading for this course to be reflected as pass/fail, you may go into Penn In Touch by March 27th to select the pass/fail grading option.

Attendance & Participation (20 points)

- The attendance in lectures will be recorded based on the completion of viewing recorded sessions online and associated quiz questions by **Wednesday 11pm EST every week**.
- The attendance in recitations will be recorded based on the completion of reading articles/case and associated quiz questions by **Friday at 11pm EST every week**.
- Your participation grade in recitations will be based on (1) the quality of your comments in the Discussion on Canvas and (2) your value-added interactions with others' comments

Job Design exercise (0 point)

- We will cancel this exercise. If you have already developed it, you could submit it as a response paper
- We move the 5% grade allocated to the job design exercise to the Team Project

Response paper (5 points)

- You should still submit your response paper to your TA through email (TA emails are listed [here](#)). Here are the new deadlines:
 - For recitation on Whole Food: Thursday April 2 at 11pm
 - For recitation on Bear Stearns and JP Morgan case: Thursday April 9 at 11pm

Team Project (30 points)

- While we recognize the challenges of working remotely on this Team Project, we see it as an

opportunity for you to learn and practice how to work in a “4D” team, which might likely be your work context in the future. To make this Team Project easier, we will (1) provide guidance on how to collaborate through Canvas, (2) accept flexible forms of deliverables, (3) extend the deadlines and (4) use a more balanced grading scheme.

- Suggestions on how to collaborate virtually with your team are available [here](#)
- Final deliverables:
 - The final deliverable of this Team project can be either (1) a live presentation via BlueJeans video conference with your TA or (2) a recorded presentation video with audio or (3) a presentation with your recorded voiceover submitted to your TA
 - If you decide to do a live presentation, you can schedule a time with your TA between **April 20 and May 1**. The time you propose should be agreed upon by all team members and your TA. The presentation is 15 minutes, including a 10-min presentation and a 5-min Q&A. We would prefer all team members to participate in the presentation. If some team members could not participate in the presentation due to time zone conflict or other foreseeable reasons, they should provide in advance notice to other team members and the TA. The team should adjust the preparation work accordingly to ensure satisfactory contribution of all team members to the Team project. You should also **send your TA the slides the night before your live presentation by 11 PM EST.**
 - If you decide to submit a recorded presentation video (or presentation with voiceover), you should submit it by **May 1 at 11pm EST** along with the slides you use for the presentation. Your TA will review your presentation and send you their questions about the presentation. You should respond to their questions within 3 days after receiving the questions to receive full credit for this portion of the presentation.
- **Team Project Deadlines:**
 - **Progress report: due on Friday March 27 at 11pm**
 - **Virtual TA Meetings (week of March 23rd) :**
 - ◆ Meetings with TAs on the Team Project are ALL optional. Attendance is not required for all team members so feel free to just send representatives to meet with your TA.
 - If you choose not to meet with your TA about the team project, you will instead be asked to send your TA the ~2 ideas that you would have presented in the meeting, **along with your questions and concerns about working remotely with your team.** Your TA will be in contact with you about signing up for these virtual meetings or the option to send a detailed email instead. In this case, the TA will respond to your email with their feedback, questions, and concerns about your proposed ideas with time for you to incorporate their feedback into your progress report.
 - ◆ After getting feedback from TA on your progress, you can also set a meeting with your TA to address any questions you have about the Team Project or get feedback on your progress. Feel free to reach out to your TA at any time over email to discuss.
 - **Final deliverable: due on Friday May 1 at 11pm EST**
- Grading

- For both your progress report (3 points) and presentation (22 points), our grading will focus on whether you have addressed all the questions in the requirements and how you overcome the challenges of working remotely with your team. We will use a grading scheme that evaluates efforts in addition to output.
- To ensure and incentivize teamwork in this remote working environment, we will increase the weight of peer evaluation from 2 points to 5 points. You will be evaluated by your teammates on both your contribution and efforts made. Your peer evaluation will be the average rating from all other team members.
- As we move the 5 points of Job Design Exercise to Team Project, the current point allocation for the Team Project is as follows:
 - ◆ Progress report = 3 points
 - ◆ Presentation = 22 points
 - ◆ Peer evaluation = 5 points

Final Exam (25 points)

- Due to the difficulty of coordinating and proctoring exam, we decide to replace Final Exam with a “mini Final exam” exercise. Specifically, instead of having you answer exam questions, we will ask you to write some case-based exam questions for the future cohorts of MGMT 101 students. In particular, we would like you to pick one short business/news article and develop 3 multiple choice questions and 2 short answer questions. Here is some specific guidance:
 - Each question needs to test a concept or a framework in the course materials (these concepts can be from any lecture / reading from this entire semester)
 - You need to articulate the concept or framework tested in each question
 - You need to provide the answer key for each question which include (1) the right answer, (2) alternative acceptable answer(s) if applicable, (3) the rationale for the right answer and (4) the level of difficulty of your question (1=easy, 2=medium, 3=difficult).
 - You need to have at least one difficult question in your submission
 - We will post a sample of submission soon.
- Grading
 - Each question will be allocated 5 points.
 - Your question will be evaluated only based on whether
 - ◆ You use 5 distinct concepts/frameworks from the course
 - ◆ The concept/framework is used and interpreted correctly
- **Due date: May 8th by 11 PM on Canvas (assignment link to follow)**

Office hours

We will offer virtual office hours for private meetings. My office hour schedule is [here](#). TAs' office hour schedules and sign ups for 1:1s are [here](#). If you would like to come to the virtual office hour, please sign up for the specific time slots you would like to meet on the schedule spreadsheet in advance so others know that time is blocked. If these times do not work for you, feel free to ask your TA for additional time to meet virtually.

Lunch/Coffee Chat with Professor

Unfortunately, we will need to cancel these events. Instead, for those of you who signed up for the Lunch/Coffee Chat with Professor, if you would like to have a private chat or group chat together, please send me an email to schedule a virtual meeting aside from office hours or interactive sessions. I would be more than happy to find a time to chat together.