



## MGMT 101: INTRODUCTION TO MANAGEMENT Fall 2020

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Office Hours: Thursdays 2pm-3:30pm, or by appointment

Course website: <https://canvas.upenn.edu/courses/1530006>

Lectures: 001 M 10:30-11:50am (via Canvas and Zoom)  
002 M 12-1:20pm (via Canvas and Zoom)  
003 M 1:30-2:50pm (via Canvas and Zoom)

Head TA: Laura Johnsen ([ljohnsen@wharton.upenn.edu](mailto:ljohnsen@wharton.upenn.edu))  
TA Office hours: Vary by TA; available on Canvas (all via Zoom)

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

The course will help you to understand and analyze how managers can formulate and implement strategies effectively. It will be particularly valuable if you are interested in management consulting, investment analysis, or entrepreneurship – but it will help you to better understand and be a more effective contributor to any organizations you join, whether they are large, established firms or startups.

*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 classic and contemporary readings, cases, and exercises drawn from books, managerial publications, the popular press, and academic journals. Each week includes required readings for lecture and recitation. The required readings for the lectures are available via Canvas: (1) see Study.Net Materials tab (for a course pack called "MGMT101: Introduction to Management – Han (Fall 2020)") for HBS readings that require purchase and (2) see Course

Materials@Penn Libraries tab for readings that are available for free from Penn Libraries. The required readings for Week 1's lecture are available on Canvas through direct links at no charge. The required readings for the recitations as well as the optional readings are also available at no charge. These materials can be accessed directly from the week-by-week links on the Canvas course home page.

### **COURSE WEBSITE:**

Canvas is the course management platform for MGMT101 (<https://canvas.upenn.edu/courses/1530006>). Please make sure to familiarize yourself with the course website prior to the first week of class and ensure that your Canvas settings reflect that you are receiving announcements promptly (see "notifications"). This will help you track course-related information in a timely manner.

It is very important that you check Canvas regularly, since it serves several purposes. There you will find:

- the most current version of important course documents such as the syllabus
- announcements about lectures, recitations, assignments, and grades
- the main lecture slides, asynchronous lecture videos, and online synchronous session recordings, which will be posted on the course website every week. Please note, though, that lecture slides do not provide or convey the same level of detail as discussed in lectures videos and/or online synchronous sessions and that some slides will not be posted.

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

### **ASSIGNMENTS:**

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

- Midterm Exam (10 %)
- Final Exam Exercise (25 %)
- Individual written assignment (5 %)
- Team project (30 %)
- Attendance & participation (30 %)

To ensure consistency and fairness in grading, the exams and the individual written assignment are 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 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 (35%)

There will be one midterm exam and one final exam exercise. These exams are intended to assess your knowledge of the material and allow you to demonstrate your understanding of the issues addressed in the course.

The midterm exam will cover all course materials from Weeks 1-6 inclusive. The exam will consist of true/false and multiple choice questions. It will be worth 10% of your overall course grade, and will be held online in Week 7.

The final exam exercise will cover all course materials. It will be worth 25% of your overall course grade, and will be due on December 11<sup>th</sup> at 11:00pm EST.

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

### 2. Individual Written Assignment (5%)

You will be asked to complete one response paper, which gives you an opportunity to show that you can think analytically, carefully, and critically about management issues, and apply management theories and concepts to analyze those issues. **The response paper should address the discussion questions for recitations.** You are free to choose the recitation you would like to write a response paper for and should send the paper to your TA by 11pm EST before your recitation. The suggested length of the paper is 1-2 pages (Times New Roman, 12-point font double-spaced). More details will be provided in class and on Canvas.

**Note on originality:** In line with university policy regarding academic integrity (see below), you are responsible for avoiding plagiarism and citing all sources used in this assignment. Your assignment will be checked for originality using Canvas. Please let your TA know if you have any questions about this.

### 3. Team Project (30%)

**Overview:** Choose a recent (past five years) example of an organization that faced a major challenge/crisis related primarily to one of the session topics from class (e.g. external environment, corporate strategy, etc.). Provide an overview of the organization with the Congruence Model, which you will learn from the class, and analyze what it did to tackle the challenge/crisis and what it could have done differently in light of course concepts.

**Purpose:** 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 deliver a formal presentation in front of a group in a safe and supportive classroom environment.

#### **Timeline:**

- **Group signup:** 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, October 2 at 11pm.
- **Progress report:** Your team will prepare and submit **two short progress reports** for review by your TA. Your TA will discuss your progress reports with you in scheduled meetings during the recitations.

The suggested length of the report is 2 pages (Times New Roman, 12-point font double-spaced). More details will be provided in class and on Canvas.

- **Final deliverables.** The final deliverable of this Team project can be either (1) a live presentation via video conference (e.g., Zoom, BlueJeans or Skype) 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 November 30 and December 4**. The time you propose should be agreed upon by all team members and your TA. The live presentation should be scheduled for 30 minutes, including a 20-min presentation and a 10-min Q&A. We would prefer all team members to participate in the presentation. If some team members cannot participate in the presentation due to time zone conflict or other foreseeable reasons, they should provide 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 day before your live presentation by **5 PM EST**.
  - If you decide to submit a recorded presentation video (or presentation with voiceover), you should submit it **by Friday, December 4 at 11PM EST** along with the slides you use for the presentation. The presentation should be no longer than 20 minutes. 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.

**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 Canvas. Please let your TA know if you have any questions about this.

**Grading criteria.** To receive a high grade for your work on this project, you must provide an overview of the organization, make your own assessment on the competitive advantage and/or disadvantage of the organization, 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) an overview of the organization and your assessment of its competitive advantage or disadvantage, (b) an overview of its crisis/challenge, (c) an analysis of how the organization dealt with the crisis using appropriate and relevant management concepts, and (d) 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 will ask questions, and the Q&A 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 on this assignment will have three components.

- The progress report will be worth 5 points. All team members will receive the same points.
- The presentation itself will be graded out of 20 points, and all team members will receive the same points. 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 5 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 fellow team members' work on your Team Project. You will be asked to evaluate each of your team members on a 0-5 scale, according to whether their contributions were none, low, medium low, medium, medium high or high. When determining the individual component of the team presentation grade, we will average the points you received from your team members.

*Please note:* While we have an individual component of the grade as well as a collective component in order to reward strong contributors more than free riders, the TAs and I would rather know if problems are occurring in the team while they are happening, instead of only afterwards, so you should be sure to bring any major concerns about your team to our attention as early as possible.

#### 4. Attendance and Participation (30%)

##### *Attendance (20%)*

- The course has three parts that require attendance in different forms: (1) asynchronous lectures and assignments, (2) synchronous online sessions, and (3) recitations. You are required to complete each week's asynchronous lecture and assignments (e.g., quizzes) as well as your TA-led recitation later in the week. You are also expected to attend **at least two** synchronous online sessions, which are mostly scheduled on Monday during the class time, throughout the semester. Attendance at all parts will count toward your grade.
- **Asynchronous Lectures:** The asynchronous lectures will introduce you to each week's core theories and concepts and help you to understand and absorb the required readings. You will also need to complete the ungraded quizzes in-between lecture videos to test your understanding of the theories and concepts. We highly encourage you to complete the asynchronous content during or before the scheduled class time, particularly before synchronous online sessions, but the deadline of completing the asynchronous content, including finishing watching the pre-recorded lecture video and completing the quiz questions is **Monday at 11pm EST every week**, unless specified otherwise on Canvas. Late completion will result in a 0.5 point deduction of your attendance grade.
- **Synchronous Online Sessions:** The synchronous online sessions may take many interactive forms, including polls or mini case discussion or guest speakers. The synchronous online session often takes place in the last 30 minutes of the scheduled class time. The schedule and other details of the synchronous online sessions will be available on Canvas. Note that the instructor may build on or address questions about the course theories and concepts covered in the lecture videos but will not repeat what have already been covered in the asynchronous content. Hence, we encourage you to attend the synchronous online sessions after reviewing and completing the asynchronous content. You are required to attend **at least two** synchronous online sessions throughout the semester to receive full attendance grade on this part. We encourage you to attend more sessions but attendance beyond the first two will not lead to higher attendance grade. The sessions will also be recorded and posted on Canvas for those who do not attend to review.
- **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. 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. The recitation will be held online

synchronously. Recitation attendance is required and counts toward your grade. Attendance will be taken each week.

- ***Lateness or leaving during class:*** We expect on-time attendance at all synchronous sessions, including online discussion sessions and recitations. Missing more than 5 minutes of these synchronous sessions by arriving late, leaving early, or exiting during the class counts as missing the entire session.
- ***Missing class:*** As noted, you are expected to complete all asynchronous lectures content (unless specified otherwise) and attend at least two synchronous online discussion and every recitation - doing so will help you to perform well in the course - but I recognize that you have competing demands on your time, and also that illness sometimes intervenes, so I will allow two “free” absences from recitations for any reason (after the first lecture and first recitation, which will not be counted). You will not be penalized for these absences, but you are required to file an official Course Absence Report (see Course Policies for how to do this). *Each additional absence from recitations beyond these “free” ones will result in a 1-point deduction in your attendance grade unless the absence is due to the university’s COVID-19 policies or notified at the beginning of the semester. **If you face challenges in attending any of our synchronous online sessions and/or recitation, please contact me or our Head TA as soon as possible.***

#### ***Participation (10%).***

- I will often invite participation in synchronous online sessions, but synchronous online session participation will not affect your participation grade.
- To earn the participation points in recitations, 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 your contributions to assign you points out of 10.

#### ***Extra Credit Activities (10%).***

- We will launch some activities that will give you opportunities to better understand and further apply the concepts and theories learned from the class. In addition, you can earn extra credit through participating in these activities to make up for your overall grade. The maximum extra credit a student can earn is 10 points. More details on the activities for extra credit is available on Canvas.

#### **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 recitations must be reported through Penn’s Course Absence Report (CAR) system in a timely manner (within 3 days). If you do not provide timely information on an absence through the CAR system, you may 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.

***Withdrawing from the class.*** We will not approve any request to withdraw from the class that is submitted after **Friday, October 2<sup>nd</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 should 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.

**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 chats.** I will hold a series of chats during the semester with up to 7 students each time, to give us a chance to meet and chat informally. Sign-up information will be available on Canvas.

**Emails/communication.** In general, your TA is the first point 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.

### MGMT101 - IMPORTANT DATES TO REMEMBER – FALL 2020

Week 1	Monday, Sept 14	First asynchronous lecture and online synchronous session
Week 1	Tu/Wed/Th, Sept 15/16/17	First recitations
Week 3	Friday, Oct 2	Team signups due by 11pm EST (on Canvas)
Week 5	Friday, Oct 13	Team progress report 1 due by 11pm EST (on Canvas)
Week 7	Mon-Fri, Oct 26-30	Midterm exam week
Week 8	Friday, Nov 6	Team progress report 2 due by 11pm EST (on Canvas)
Week 10	Thursday, Nov 19	Questions for guest speaker by 11pm EST (on Canvas)
Week 12	Friday, Dec 4	Live team presentation or submission due by 11pm EST
Week 13	Friday, Dec 11	Final exam exercise submission due by 11pm EST

**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.***

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## MGMT 101 – WEEKLY READINGS & ASSIGNMENTS – Fall 2020

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### Week 1 (September 14). Introduction

Lecture:

- Weber (1947): “The Ideal Bureaucracy” (in *The Theory of Social & Economic Organizations*, pp.1-7)
- Nadler & Tushman (1980): “A Model for Diagnosing Organizational Behavior” (*Organizational Dynamics*)

Recitation:

- Introductory discussion (no reading)

### Week 2 (September 21). Inputs: The Competitive Landscape

Lecture:

- Porter (2008): “The Five Competitive Forces that Shape Strategy” (*Harvard Business Review*)
- Brandenberger & Nalebuff (1996): “Co-opetition” (in *Co-opetition*, pp.11-22)

Recitation:

- The Movie Theater Industry case

### Week 3 (September 28). Business-Level Strategy: How to Compete

Lecture:

- Porter (1996): “What is Strategy” (*Harvard Business Review*)
- Ghemawat & Rivkin (2009): “Creating Competitive Advantage” (in *Strategy and the Business Landscape*, pp. 49-60)

Recitation:

- Philly Beer Company case

**\*\*\* Deadline: Due Friday, October 2 at 11pm EST: Team signups (in Canvas) \*\*\***

### Week 4 (October 5). Corporate-Level Strategy: Where to Compete

Lecture:

- Collis & Montgomery (2005): “Past Approaches to Corporate Strategy” (in *Corporate Strategy*, pp.18-25)
- Capron & Mitchell (2012): “Introduction” (in *Build, Borrow, or Buy*, pp1-10)

Recitation:

- Lego articles and video  
The Lego Story: [https://www.youtube.com/watch?v=NdDU\\_BBJW9Y](https://www.youtube.com/watch?v=NdDU_BBJW9Y)  
"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 5 (October 12). Outputs: Goals and Effectiveness**

Lecture:

- Latham (2004): “The Motivational Benefits of Goal-Setting” (*Academy of Management Executive*)
- Porter & Kramer (2011): “Creating Shared Value” (*Harvard Business Review*)

Recitation:

- Uber case

**\*\*\* Deadline: Due Friday, October 13 at 11pm EST: Progress Report 1 (in Canvas) \*\*\***

## **Week 6 (October 19). Business Models**

Lecture:

- Amit & Zott (2012) “Creating Value through Business Model Innovation” (*Sloan Management Review*)

Recitation:

- Meeting with TA on Team Project

## **Week 7 (October 26). Midterm Review & Midterm Exam**

Lecture:

- Midterm Review Session (OPTIONAL – no reading)

Recitation:

- NO RECITATION THIS WEEK

**\*\*\*\*\* MIDTERM EXAM WEEK \*\*\*\*\***

## **Week 8 (November 2). People: Managing Employees**

Lecture:

- Cappelli (2018): “HR Goes Agile” (*Harvard Business Review*)
- Kerr (2005): “On the Folly of Rewarding A While Hoping for B” (*Academy of Management Executive*)

Recitation:

- Whole Foods articles

**\*\*\* Deadline: Due Friday, November 6 at 11pm EST: Progress Report 2 (in Canvas) \*\*\***

## **Week 9 (November 9). Structure and Job Design**

Lecture:

- Lawrence & Lorsch (1967) on Differentiation & Integration (in *Writers on Organizations*, pp.50-55)
- Hackman et al. (1975): “A New Strategy for Job Enrichment” (*California Management Review*)

Recitation:

- Meeting with TA on Team Project

### **Week 10 (November 16). 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, November 19 by 11pm EST: Questions for guest speaker \*\*\***

### **Week 11 (November 23). Guest Speaker**

Lecture:

- No reading

Recitation:

- Working session – prepare for team presentations next week

### **Week 12 (November 30). 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 13 (December 7). Final Review**

Lecture:

- Final Review Session (OPTIONAL - no reading)

Recitation:

- NO RECITATION