

<<<January 3rd 2022>>>



**MGMT 101: INTRODUCTION TO MANAGEMENT
SPRING 2022**

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Virtual office hours: Tuesdays 3:30-5pm, or by appointment
Course website: Canvas link to be provided
Lectures: 001M 12:00pm-1:30pm (classroom G06 – Huntsman Auditorium)
002M 01:45pm-3:15pm (classroom G06 – Huntsman Auditorium)
Recitation location: JMHH G86 (tbc)
Head TA: Mariah Villasenor (mvillas1@wharton.upenn.edu)
TA Office hours: Vary by TA - available on Canvas

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

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

COURSE DESCRIPTION:

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. This means that we examine multiple aspects of how managers navigate and shape their environments, organize internally, and maximize desired outcomes, as well as how managerial decisions made in these various domains interrelate.

As such, the course will provide a roadmap to the different areas within the discipline of management and help you bring them together to solve managerial problems. 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, startups, or nonprofit and government organizations.

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, and class discussion.

COURSE MATERIALS

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. Lecture materials are designed to help you better grasp the concepts that will be covered during the lecture, and to prompt your interest in the topic at hand. Recitation materials 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.

All materials can be accessed **free of charge** through Canvas (under the “Course Materials @ Penn Libraries”, or as links in the “Syllabus” and “Assignments” tabs).

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):

- the most current version of important course documents such as the syllabus
- announcements about lectures, recitations, assignments and grades,
- main lecture and recitation slides. Please note, though, that the slides do not provide or convey the same level of detail as discussed in class and that some slides will not be posted.

GRADING

Your overall grade for MGMT101 will be assigned based on the total points you accumulate in the course assignments. 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 will be used to determine your course grade:

- Midterm Exam (15%)
- Final Exam Exercise (30 %)
- Individual written assignments (10%)
- Team project (25%)
- Attendance & participation (20 %)
- Extra credit opportunities (details on Canvas)

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.”

ASSIGNMENTS

1. Exams (45%)

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. It will be worth 15% 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 30% of your overall course grade, and will be due on Tuesday, May 10th at 8:00pm EST.

Details of both exams will be announced in class and on Canvas. Sample questions will be available on Canvas. Optional review sessions are offered before each exam, as per the class schedule below.

2. Individual Written Assignments (10%)

a. 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, although it can be. It could also 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 or corporate strategy (pick ONE) *. 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. You do not need to discuss what it should have 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 to become more international.

b. Job Design (5%)

Briefly describe in one paragraph your ‘dream job’ after graduation. Be realistic – the job must be attainable in that it should be aligned with your skills and abilities. Then discuss, when looking for this job, what kind of organization you would ideally like to work in. You should pick three concepts covered in Module 2 and use them to analyze what would make this the best place to work *for you* – which aspects would you find most motivating, and which might be less so? The suggested length of the paper is 2-3 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 these assignments. Your assignments will be checked for originality using Canvas. Please let your TA know if you have any questions about this.

3. Team Project (25%)

Overview: Choose a recent (past five years) example of an organization that faced a major crisis related primarily to one of the session topics from class (e.g., corporate strategy). 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 6 students within your own recitation section to work on the presentation. The group must sign up on Canvas by Friday, February 18th at 11pm.
- **Progress report:** Your team will prepare and submit a short progress report for review by your TA. 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.
- **TA meeting:** Your team will schedule meetings with your TA to discuss the progress report, get more guidance on the project and clarify any confusion. Meetings will be held during the week of March 21st.
- **Final slides.** Your team will submit your presentation slides on Canvas by Sunday, April 17th at 11pm. 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 recitations on the week of April 18th. Each team will be allocated 10 minutes (depending on the number of teams in the recitation), 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 Canva: In line with university policy regarding academic integrity (see below), you are responsible for avoiding plagiarism and citing all sources 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 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 three components.

- The progress reports will be worth 2.5 points. All team members will receive the same points.
- The presentation itself will be graded out of 15 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 & Participation (20%)

a. 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 nor the optional review sessions.

- *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.

- *Authorized absences:* I realize that this is a difficult time and many of you are facing unprecedented challenges (e.g., caregiving, health-related). Moreover, **adherence to the University's COVID-19 protocols is paramount to our continued ability to meet in person and to ensure everyone's safety.**

If you cannot come to class, please notify your TA by email in advance (if you are not in class, we want to know that you are OK) and report your absence through Penn's Course Absence Report (CAR) system. Lecture recordings will be made available on Canvas, although you should expect a slight delay for them to upload after class. Slides will also be available on Canvas for lectures and recitations, although these are not exhaustive.

You will be permitted two absences across lectures and recitations (i.e., two lectures, two recitation or one each). You will not accrue attendance and participation credit for any additional absence beyond the two permitted ones. However, to make up your attendance and participation credit, you have the option of writing a 2-page double-spaced reflection paper that can cover the readings for the class, the in-class discussion you watch on video, or your personal reflections on the material.

b. Participation (10%):

- *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 but more thoughtful, integrative comments can be more valuable than 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.

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: All 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 and computers 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. Tablets are authorized for note-taking purposes but please ensure that all sound settings are turned off.

This no electronics policy is in place because laptops and phones make it more difficult to create an interactive learning environment. Your instructors want to get to know you and help you engage fully with the course material. We can't do that if there is a computer or phone screen between us. 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.

Withdrawing from the class: We will not approve any request to withdraw from the class that is submitted after Friday, February 11th. 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 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 for the chats will be available on Canvas (see Calendar > Scheduler).

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.

Office hours: Office hours are designated time slots when you can come speak with me or with your TAs about any concerns you may have about the course or just to follow up on any points of interest to you. You do not need an appointment. Details about how to join online office hours will be provided on Canvas. If you are not able to meet during office hours, please email me or a TA to arrange an alternative meeting time.

IMPORTANT DATES TO REMEMBER

Week 1	Wednesday, Jan. 12	First lecture (ONLINE)
Week 2	Monday, Jan. 17	MLK Day – no lecture , only recitations this week (ONLINE). Confirm on Canvas that you have read the syllabus before your first recitation.
Week 5	Friday, Feb. 18	Team signups due by 11pm EST (on Canvas)
Week 6	Friday, Feb. 25	Organizational Assessment due by 11pm EST
Week 7	Mon-Fri, Feb. 28-March 4	Midterm exam week
Week 8	Week of March 7th	SPRING BREAK
Week 9	Friday, March 18	Team progress report due by 11pm EST (on Canvas)
Week 10	Mon-Fri, March 21-25	TA meetings to discuss team project
Week 11	Fri, April 1st	Job Design assignment due by 11pm EST (on Canvas)
Week 14	Tu/Wed/Th, April 19-21	Team presentations
Week 15	Mon, May 2–Tu, May 10	Final exam exercise submission due by 8pm EST

MGMT 101 – WEEKLY READINGS & ASSIGNMENTS – SPRING 2022

1. Introduction to Management 101 (01/12 & 01/18-01/20) – ONLINE (ZOOM)

Lecture (01/12): Nadler & Tushman (1980): “A Model for Diagnosing Organizational Behavior” (Organizational Dynamics)

Recitation (01/18-01/20): No reading. Please read the entire syllabus before your first recitation and confirm that you have done this on Canvas under “Assignments.”

MODULE 1: STRATEGY AND THE BUSINESS ENVIRONMENT

2. Competitive Strategy I: Industry analysis (01/24)

Lecture: Porter (1980): “Chapter 1: The Structural Analysis of Industries” (in *Competitive Strategy: Techniques for Analyzing Industries and Competitors*, pp.3-33)

Recitation: The Movie Theater Industry case

3. Competitive Strategy II: Value-based strategy (01/31)

Lecture:

- Brandenburger & Stuart (1996) “Value-based Business Strategy”
- Ghemawat & Rivkin (2009): “Creating Competitive Advantage” (in *Strategy and the Business Landscape*, pp.49-60)

Recitation: Philly Beer Company case

4. Corporate Strategy I: Industry Diversification (02/07)

Lecture:

- Capron & Mitchell (2012): “Introduction” (in Build, Borrow, or Buy, pp1-10)
- Schilling (2018), “The Top 4 Reasons Most Acquisitions Fail” (inc.com)

Recitation: Lego case articles and videos Lego articles and video

- The Lego Story: 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)

5. Corporate Strategy II: International Expansion (02/14)

Lecture: Guillen & Garcia-Canal (2012) “Introduction: A Permanent Revolution (p1-16)” (in *Emerging Markets Rule: Growth Strategies of the New Global Giants*)

Recitation: Manchester City Football Club

Team Signups for Group Project due by 11pm on Friday, February 18th

6. Review session & team project work (02/21)

Lecture: Optional Midterm Review session, no reading

Recitation: work on group projects

Organizational Assessment due by 11pm on Friday, February 25th

7. Midterm exam week (02/28)

No lecture or recitations

8. Week of Spring Break (03/07)

MODULE 2: THE INTERNAL TRANSFORMATION PROCESS

9. Leadership & Culture (03/14)

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

Group Progress Report due by 11pm on Friday, March 18th

10. Diversity, Equity & Inclusion (03/21)

Lecture:

- Phillips (2014): “How Diversity Works” (Scientific American)
- Knowledge@Wharton podcast: [How can the Luxury industry become more Inclusive?](#)

Recitation: CVS Workforce Initiatives program

11. Managing Effective Teams (03/28)

Lecture:

- Groysberg (2010): Janis (1971): “Groupthink” (*Psychology Today*)
- Knowledge@Wharton Interview with Prof. Martine Haas: [The real reason your multinational team has trouble communicating.](#)
- Knowledge@Wharton Podcast: [Are you ready for the Hybrid Workplace?](#)

Recitation: GlobeSmart Exercise (no reading)

Job Design Assignment due by 11pm on Friday, April 1st

MODULE 3: ORGANIZATIONAL OUTPUT

12. Innovation (04/04)

Lecture:

- Tushman, Michael L.; O'Reilly III, Charles A. (1996) “Ambidextrous Organizations: Managing Evolutionary and Revolutionary Change” (California Management Review)
- Amit & Zott (2012) “Creating Value through Business Model Innovation” (Sloan Management Review)

Recitation: World Economic Forum’s Top 10 Emerging Technologies Report (2021)

13. Corporate Sustainability: Creating Public and Private Value (04/11)

Lecture:

- Hoffman, A. (2018) “The Next Phase of Business Sustainability” (Stanford Social Innovation Review)
- Knowledge@Wharton Podcast: [Why Engine No.1’s Victory is a wake-up call for ExxonMobil and Others](#)

Recitation: Natura case

14. Integration (04/18)

Lecture:

- Re-read Nadler & Tushman (1980): “A Model for Diagnosing Organizational Behavior”, which you read for our introductory session of the course, and reflect on how each session topic fits into the model and how they connect to each other.

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*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 by Sunday, April 17th.*

15. Final Review (04/25)

Lecture: Final Review Session (optional, no reading)

Recitation: No Recitation

*******FINAL EXAM EXERCISE: Mon, May 2–Tu, May 10th @ 8pm *******

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.