



MGMT 1010: Introduction to Management

FACULTY: Sara Jane McCaffrey

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Lectures: Mondays, 10.15 to 11.45 and 12 to 1.30

Recitations: Please see details on Canvas

Office Hours: TBD

Head TA: Benjamin Nadolsky (bwn@wharton.upenn.edu)

TA Office hours: Available on Canvas

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

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. 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 begin to understand and analyze how managers can formulate and implement strategies effectively.

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 section later in the week. Recitations 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 WEBSITE

This course has one Canvas site for lecture and a different Canvas site for each recitation. All assignments and attendance checks should be submitted through your Canvas recitation site. Please enable your Canvas notification settings so that you are notified immediately of any announcements or new content.

Assessments & Grading

Student assessments are grouped in the following categories:

	% of total
1. Attendance at lecture	5
2. Attendance and participation at recitation	25
3. Individual Assignment #1 (due 2/23)	7.5
4. Individual Assignment #2 (due 4/19)	7.5
5. Midterm #1 (2/26 in computer lab)	12.5
6. Midterm #2 (4/29 in computer lab)	12.5
7. Group Project	30

In the interest of fairness, all students will be given the same assessment opportunities. The same extra credit opportunities will be available to all students. Grading rubrics are set and monitored at the course level, so that no recitations are graded more strictly or leniently than others.

Your overall course grade for MGMT1010 will be assigned on an absolute rather than a relative basis; that is, you will not be graded on a curve. 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	65-69.99%
B	83-86.99%	F	64.99% or below
B-	80-82.99%		

Attendance and Participation

A. Recitation Attendance and Participation: 25%

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- Attendance at recitation is mandatory. Please note that missing more than five minutes of class (by arriving late, leaving early, or exiting the room during class) counts as missing the entire recitation.
- Because discussion is a substantial part of recitation, student participation is essential, both for your own learning and for that of the other students. Students are expected to come to recitation having read and thought about the assigned material. Cold calls are fair game.
- Each recitation will start with a short (3 minute) Canvas quiz based on the material assigned for the recitation. The quizzes are meant to give students a strong incentive to prepare the assigned cases and to show up on time for recitation. While you may see a score for your quiz, that score will not be directly factored into your grade in the course. The questions on the quiz should be very easy for anyone who has prepared the assigned material. On days when there is no assigned reading for recitation, the quiz will serve as a record of attendance.
- Students must contribute **memorably and effectively** to earn credit for recitation participation. The best comments advance the discussion, often by responding (politely) to other students' arguments, drawing support from course readings, outside sources, and real-world experience, or making connections between MGMT 1010 and other courses.
- High-quality participation also involves knowing when to speak and when to listen or allow others to speak. Vague, tangential, or repetitive comments, along with remarks that are disrespectful of other students, will result in lost credit.
- **Attendance at fewer than half the recitation or lecture sessions may result in course failure regardless of performance on other class assessments.**
- Students will receive a weekly participation grade for recitation. The lowest weekly participation grade of the semester will be dropped from the final average, so you may miss one recitation without penalty. Teaching assistants will assign a participation grade for each recitation meeting according to the following rubric:

A+	Phenomenal: <i>this grade will be awarded extremely rarely</i>
A	Outstanding: <i>insightful and creative contributions; added to the energy of the class</i>
A-	Excellent: <i>well-formulated, pertinent, and insightful contributions</i>
B+	Very Good: <i>clearly prepared with sufficient participation throughout</i>
B	Good: <i>the student seemed prepared but contributed a limited amount to the discussion</i>
B-	Almost good: <i>the student's contributions were spotty and/or limited</i>
C+	Acceptable: <i>the student attended politely but seemed unprepared for the discussion</i>
F	Absent or unacceptable

B. Attendance at Lecture (5%)

- Attendance at lectures is mandatory. Since this is a large class, we will take attendance via Canvas. Please be prepared to sign in as prompted, using your phone or a laptop.
- Please note that missing more than five minutes of class (by arriving late, leaving early, or exiting the room during class) counts as missing the entire class. Be prepared for attendance checks at any time during the lecture. Teaching assistants will help me with attendance. If you believe you have been marked absent erroneously, please contact your teaching assistant.
- While I will often invite participation in our weekly lectures, participation during lectures will not be graded.
- **Attendance at fewer than half the recitation or lecture sessions may result in course failure regardless of performance on other class assessments.** Grades for lecture attendance will be assigned as follows:
 - Perfect attendance or one absence: A
 - Two absences: A-
 - Three absences: B
 - Four absences: C
 - Five absences: D
 - Six or more absences: **COURSE FAILURE**

Individual Assignments: 15%

Two short individual assignments, due on February 23 and April 19, will each be worth 7.5% of the final grade. Prompts for individual assignments will be released on the Canvas recitation site for this course.

Individual Assignment #1: due Feb. 23 at 10 PM

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 (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 3 pages long (excluding references if applicable). 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 often 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.

Individual Assignment #2: due April 19 at 10 PM

Details for this assignment will be released on Canvas ten days before the assignment is due.

Group Project (30%)

Overview: Choose an example of an organization that, in the past five years, faced a major crisis related primarily to one of the session topics from class (e.g., corporate strategy). Using the Congruence Model (which you will learn from the class), provide an overview of the organization. Then analyze what the organization 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 FOUR students (from within your own recitation section) to work on the presentation. The group must sign up on Canvas by Friday, February 16th 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 500 words (about two double-spaced pages). 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 ????
- **Final slides:** Your team will submit your presentation slides on Canvas by 11 PM on the day before your scheduled presentation. 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 weeks of April 15th and April 22. Each team will be allocated 10 minutes with time allocated for Q&A (exact time allotted will depend on the number of teams in the recitation). All team members are expected to participate in the presentation and 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.

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 each. 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 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. You should be sure to bring any major concerns about your team to our attention as early as possible.

Midterm Exams (25%)

Midterms, each worth 12.5% of the final course grade, will be closed book tests, administered in the JMHH computer labs. The second midterm, scheduled for Monday, April 29, is not cumulative; it will cover ONLY the material we have learned since the first midterm. Please be sure to arrive in your assigned exam room on time.

Extra Credit Assignments (up to 7%)

Students will have the opportunity to complete extra assignments for extra credit. Successfully completing an extra credit assignment will add one percentage point to the student's final course average, with a maximum of SEVEN extra credit points total. More details will be 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.

Electronics: Screens are very distracting. Unless you have been asked to take out a device for a class exercise or poll, the use of laptops or phones is not allowed during class. You may take notes on a tablet if it is flat on the desk in front of you, but no screen should be visible to people sitting near you. During recitation, quizzes and attendance checks at the beginning of class will be simple enough to complete on a phone. Unless your TA specifically instructs the class that laptops are allowed for a particular exercise, all screens should be put away immediately after the attendance quiz. If you experience any technical difficulties or do not have access to electronic devices on a given day for any reason, please let your instructors know as soon as possible.

Absences: You are permitted one absence (for any reason) from lecture and one from recitation without penalty to your grade. If you cannot come to class, please notify your TA by email in advance (we want to know that you are

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OK) and report your absence to Penn's Course Absence Report (CAR) system in a timely manner (preferably before class but no later than within three days). You can enter the CAR system via PenninTouch. Lecture recordings will be made available to all students ten days prior to each midterm exam. Students experiencing exceptional circumstances leading them to miss more than one lecture and one recitation should ask their academic advisor to reach out to the instructor as soon as possible to discuss how we can support you.

Withdrawing from the class: We will not approve any request to withdraw from the class that is submitted after Friday, February 16th. 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.

Late submissions: Please plan to submit your work in a timely manner to ensure you do not encounter last-minute technical or logistical difficulties. Late assignments will be penalized as follows:

Less than 24 hours late: 2 points off (out of 100)

From 24-36 hours late: 5 points off

Each additional 24 hours late: an additional ten points off

Academic integrity: Students are required to always abide by the University's policy of academic integrity. Specifically, you are responsible for avoiding plagiarism and citing all sources used in your work. This applies to exam-related issues as well as plagiarism on class assignments. Your assignments will be checked for originality using Canvas. Additional information on plagiarism is available on Canvas. Please contact your TA if you have any questions about expectations.

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.

Student-faculty meals: I will host groups of seven students for lunch or dinner during the semester. Sign-up information for the chats will be available on Canvas and will usually open one day in advance of the event. Please do NOT sign up for a meal unless you are certain you will be able to attend.

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. If you are not able to meet during office hours, please email me or a TA to arrange an alternative meeting time.

Class Sessions and Assigned Reading

Date	Week	Topic	Readings	Videos/ Podcasts	Study Questions
22-Jan	1	Intro to MGMT 1010 / The Congruence Model	Nadler & Tushman (1980): "A Model for Diagnosing Organizational Behavior" (Organizational Dynamics)		
		Recitation	Read the entire syllabus before recitation. <i>Paper Tower Competition during recitation</i>		
29-Jan	2	Industry Analysis	Porter, M (2008) "The Five Competitive Forces that Shape Strategy" <i>Harvard Business Review</i> .	WSJ video on Warby Parker LINK How Blue Bottle Went From A Coffee Cart To A \$700MM Valuation. LINK How A Vest Turned Patagonia Into A Billion-Dollar Brand. LINK	
		Recitation	Roberto (2019) "Planet Fitness: No Judgements, No Lunks" HBSP Product #: W23C67-PDF-ENG (case not assigned by Henry or Aline)		1. Do a 'five forces' analysis of the health club industry. Why is it so difficult to make money in this market?

					2. How has Planet Fitness developed a competitive advantage and achieved solid financial results in this challenging industry environment?
5-Feb	3	Value Based Strategy	<p>Ghemawat & Rivkin (2009): “Creating Competitive Advantage” (in Strategy and the Business Landscape, pp.49-60)</p> <p>Porter (1996) “What is Strategy” <i>Harvard Business Review</i>.</p>	<p>WSJ Rotisserie Chicken Podcast WSJ Podcast Link</p> <p>How Warby Parker Disrupted Then Adopted Brick-And-Mortar Retail. WSJ Video</p> <p>How Allbirds Became A \$1.4 Billion Sneaker Start-Up CNBC Link</p>	Questions TBD
		Recitation	Philly Beer Case		Questions to be added
12-Feb	4	Corporate strategy	Capron & Mitchell (2012): “Introduction” (in Build, Borrow, or Buy, pp1-10)	(videos to be confirmed)	Questions TBD

			Schilling (2018), "The Top 4 Reasons Most Acquisitions Fail" (inc.com)		
		Recitation	<p>The Lego Story (video) LINK</p> <p>"Lego looks beyond its blocks" (Chicago Tribune, January 14, 1996) Link</p> <p>"Turning to tie-ins, Lego thinks beyond the brick" (NY Times, Sept 5, 2009) LINK</p> <p>Empire Beyond Brinks LINK</p>		Questions TDB
19-Feb	5	International Expansion	<p>Guillen & Garcia-Canal (2012) "Introduction: A Permanent Revolution (p1-16)" (in Emerging Markets Rule: Growth Strategies of the New Global Giants")</p> <p>Zumbrun (2023) Is Globalization in Decline? A New Number Contradicts the Consensus</p>	<p>WSJ Video McSpaghetti? Inside McDonald's International Menu Strategy</p>	Questions TDB
		Recitation	Manchester City Football Club (get teaching notes from Aline)		1. What benefits is MCFG seeking by expanding into foreign markets?

			<p>“Manchester City’s Plan for Global Domination”, The Guardian, 15 December 2017 2.</p> <p>“Manchester City owners buy Palermo as City Football Group portfolio expands to 12 clubs”, The Athletic, 4 July 2022</p>		<p>2. Do you think the locations of the clubs MCFG has acquired in various countries make sense? Why? Does it make sense to buy existing clubs?</p> <p>3. Does MCFG’s global strategy make sense to you? Do you believe it will allow them to be more successful than rival teams in the long run? What major risks is MCFG taking on?</p>
26-Feb	6	Midterm 1 (in computer labs)	no reading		
		Recitation	Team Project Meetings (no reading)		
	7	Spring Break (no lecture)			
		No recitation			
11-Mar	8	Hiring and Motivating Workers	<p>Latham (2004) “The Motivational Benefits of Goal-Setting”</p> <p>Talya Bauer and Berrin Erdogan, “Motivating Employees Through Job</p>	Grant, A (2010) “Putting a Face to a Name: The Art of Motivating Employees” <i>Knowledge at Wharton</i> LINK	

			Design,” Organizational Behavior (ONLY pages 100-102; 118-122)		
		Recitation	“ Kyle Evans at Ruffian Apparel ” HBSP Product #: 909C08-PDF-ENG (new case – not assigned by Henry or Aline)		
18-Mar	9	Job Design and Job Enrichment	Talya Bauer and Berrin Erdogan, “Motivating Employees Through Job Design,” Organizational Behavior p 111-118 ONLY LINK	Videos on Taylor and Scientific Management: LINK and LINK	
		Recitation	HBS Case: Jialiang Phone Home B Case (case not assigned by Henry or Aline) HBSP Product #: 609081-PDF-ENG		Add questions
25-Mar	10	Curating Culture	Chatman & Cha (2003): “Leading by Leveraging Culture” (<i>California Management Review</i>) Schein (1984): “Coming to a New Awareness of Organizational Culture” (<i>Sloan Management Review</i> , pp.3-7 ONLY)	This American Life (Podcast) Nummi	

		Recitation	Bear Sterns & JP Morgan case (from Henry's fall course)		
1-Apr	11	Managing Effective Teams	<p>Haas and Mortensen (2016) "The Secrets of Great Teamwork" <i>Harvard Business Review</i>. Also at HBSP</p> <p>Knowledge@Wharton Podcast: Are you ready for the Hybrid Workplace? LINK</p>		
		Recitation	GlobeSmart Exercise (no assigned reading)		
8-Apr	12	ESG and DEI	<p>Dobbin and Kalev (2016) "Why Diversity Programs Fail" in <i>Harvard Business Review</i>.</p> <p>Freeman, E.R., Martin, K.E., & Parmar, B.L, (2020) "The Power of And: Responsible Business without Trade-Offs", Chapter 1)</p>	<p>WSJ Video: How Ben & Jerry's Activism Helps Scoop Up Customers</p>	

		Recitation	Case: Tony Chocolonely Tony's Chocolonely: The Road to 100% Slave-Free Chocolate? HBSP Product #: IN1767-PDF-ENG (case not assigned by Henry or Aline)		Questions TBD
15-Apr	13	Business Models and Innovation	Amit & Zott (2012) "Creating Value through Business Model Innovation" (Sloan Management Review)	How Shein's On-Demand Model Built a \$66 Billion Empire	
		Recitation	Team meetings (no assigned reading)		
22-Apr	14	Congruence Revisited: Aligning Strategy, Structure, and Culture	(Review) Nadler & Tushman (1980): "A Model for Diagnosing Organizational Behavior" (Organizational Dynamics)		
		Recitation	Group Project Presentations, Part 1		

29- Apr	15	Midterm #2 (in computer labs)			
		Recitation	Group Project Presentations, Part 2		