

<<<December 2nd 2024>>>



MGMT 1010: INTRODUCTION TO MANAGEMENT
Spring 2025

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Office hours: Tuesdays 3:30-5pm, or by appointment
Course website: TBD
Lectures: 001M 10:15am-11:45am (classroom G06 – Huntsman Auditorium)
002M 12:00pm-1:30pm (classroom G06 – Huntsman Auditorium)
Recitation location: By recitation
Head TA: Saptarshi Ghosh (gsap@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:

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 science of helping individuals achieve their goals together within organizations. 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 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 MGMT1010 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:

- Individual assignments (20%)
- Team project (30%)
- Weekly Multiple-Choice Quizzes (20%)
- Attendance & Participation (30%)
- Extra credit opportunities (6%)

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. Further details about the course assignments are provided below, as well as on Canvas under “Assignments.”

ASSIGNMENTS

1. Individual Written Assignments (20%)

a. Assignment 1: Organizational Assessment (10%)

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). Explain why you chose that grade, making specific links between three theories/concepts from class that you will underline and define and key elements of the organization's strategy. Be sure to explore your personal experience with the organization, rather than writing generically about it. 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: 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.

b. Assignment 2: Work Experience Interview (10%)

Conduct a 15–20-minute interview with a close friend or family member who has long work experience. Find out how what we have learned about hiring and motivation, job design, and organizational culture has impacted the person's career.

Upload your recording (voice or video) along with (a) a list of takeaways explaining which MGMT 1010 theories we have covered are most relevant to the experiences you discussed with your interviewee and (b) reflect on how the interview shaped your own understanding of management concepts or your career outlook. 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.

2. Team Project (30%)

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 5 or 6 students (depending on the number of students in the recitation) within your own recitation section to work on the presentation. The group must sign up on Canvas by Friday, February 21st 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 17th. Each team will be allocated 10 minutes with time set aside 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, 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.

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 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 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.

3. Weekly Multiple-Choice Quizzes (20%)

At the beginning of recitation sessions, you will answer a few short multiple-choice questions on Canvas. These will cover assigned readings and lecture content and are open-book. The lowest score of the semester will be dropped from the final average, so you may miss one recitation without penalty.

4. Attendance & Participation (30%)

Lecture Attendance: Lecture attendance and participation are not graded, although lecture content will feature in the weekly quizzes. You are expected to attend the Monday lecture for which you are registered. Lectures are meant to be interactive, and you should arrive prepared to participate. Out of respect for your classmates and the instructor, please arrive on time and do not leave before the end of the session, as doing so is highly disruptive.

Recitation attendance (15%): Recitation attendance is required and counts toward your grade. Attendance will be taken each week. Missing more than 5 minutes (by arriving late, leaving early, or exiting the room during the class) counts as missing the entire lecture.

- You will be permitted one absence for any reason without penalty to your attendance score.
- 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 in a timely manner (i.e., within three days). You can enter the CAR system and submit Course Absence Reports through Penn InTouch.
- Students experiencing *exceptional* circumstances leading them to miss multiple recitation sessions should ask their academic advisor to reach out to the instructor as soon as possible to discuss how we can support you.
- ***Attendance at fewer than half the recitation sessions will result in course failure regardless of performance on other class assessments.***

Recitation Participation (15%): 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. Cold calls are fair game.
- Your participation will be graded in each session. To earn participation points in recitations, you must actively and productively engage in 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. 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. Your TA will provide you with more details about the grading in your recitation.
- At the end of the semester, your TA will summarize your contributions to the recitations and assign you points out of 15. The lowest weekly participation grade of the semester will be dropped from the final average, so you may miss one recitation without penalty.

5. Extra credit assignments – Guest Speaker Sessions (6%)

You can earn up to six additional points on your total class score by completing extra credit assignments. Each time a guest speaker session is scheduled, you can earn two extra credit points by submitting two questions for our guest speaker by the Friday before their session *and* attending the guest speaker session. Missing more than 5 minutes of the session (by arriving late, leaving early, or exiting the room during the session) counts as missing the entire session.

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: Electronics will be used regularly during lectures for pedagogical purposes (e.g., in-class polls). They will be used occasionally during recitations but are not allowed otherwise. 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.

Withdrawing from the class: We will not approve any request to withdraw from the class that is submitted after Friday, February 21st. 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 in a timely manner to ensure you do not encounter last-minute technical or logistical difficulties. The Canvas submission system will remain open for one hour after the submission deadline for each assignment. If you submit your assignment within the hour following the submission deadline, your assignment will be graded but will incur a late penalty equivalent to 10% of the total points for the assignment (e.g., if graded out of 5 points, a late submission will receive a 0.5-point penalty). No late assignments will be accepted after the Canvas submission system closes. I will send reminders prior to assignment deadlines through Canvas.

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. 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.

Use of Generative AI:

- You are not allowed to use generative AI (e.g., tools like ChatGPT) for the weekly quizzes. Using such tools will be considered a violation of Penn’s Code of Academic Integrity and we will report suspected use to the Center for Community Standards and Accountability.
- You may use generative AI programs for Individual Assignments and the Team Project to help generate ideas or edit your writing style, but you may not submit any work generated by an AI program as your own. You should note that the material generated by these programs may be inaccurate, incomplete, or otherwise problematic. Beware that use may also stifle your own independent thinking and creativity and may result in generic submissions that fail to demonstrate assignment objectives. If you include material generated by an AI program, it should be cited like any other reference material (with due consideration for the quality of the reference, which may be poor).
- Any plagiarism or other form of cheating will be dealt with severely under relevant Penn policies.

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 lunches: I hold a series of lunches during the semester with up to 6 students each time, to give us a chance to meet and chat informally. Sign-up information for the lunches will be available on Canvas.

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.

IMPORTANT DATES TO REMEMBER

Week 1	Wednesday, Jan. 15th	First lecture (G06) – no recitations this week
Week 2	Monday, Jan. 20 th	MLK, Jr. Day – no lecture , only recitations this week. Confirm on Canvas that you have read the syllabus before your first recitation.
Week 6	Friday, Feb. 14 th	Team signups due by 11pm EST (on Canvas)
Week 7	Friday, Feb. 28 th	Assignment 1 due by 11pm EST
Week 9	Week of March 10 th	SPRING BREAK
	Friday, March 14 th	Team progress report due by 11pm EST (on Canvas)
Week 10	Mon-Fri, March 17-21 st	TA meetings to discuss team project
Week 12	Fri, April 4 th	Assignment 2 due by 11pm EST (on Canvas)
Week 15	Week of April 21 st	Team presentations

MGMT 1010 – WEEKLY READINGS & ASSIGNMENTS – SPRING 2023

1. Introduction to Management 1010 (01/15)

Lecture (Wednesday 01/15): Nadler & Tushman (1980): “A Model for Diagnosing Organizational Behavior” (Organizational Dynamics)

No Recitation

2. Introduction to Management 1010 (01/20)

No Lecture (01/20)

Recitation (01/21-01/23):

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

MODULE 1: STRATEGY AND THE BUSINESS ENVIRONMENT

3. Competitive Strategy I: Industry analysis (01/27)

Lecture: Porter (2008): “The Five Competitive Forces that Shape Strategy” (*Harvard Business Review*)

Recitation: Roberto (2019) “Planet Fitness: No Judgements, No Lunks” HBSP Product #: W23C67-PDF-ENG

4. Competitive Strategy II: Value-based strategy (02/03)

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

5. Corporate Strategy I: Industry Diversification (02/10)

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

- 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)

Team Signups for Group Project due by 11pm on Friday, February 14th

6. Guest Speaker & Team Project Work (02/17)

Lecture: John Lynch, CEO of Lynka, Chairman of YPO Poland & best-selling author

Recitation: Team project work

7. Corporate Strategy II: International Expansion (02/24)

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

Assignment 1 due by 11pm on Friday, February 28th

MODULE 2: THE INTERNAL TRANSFORMATION PROCESS

8. Leadership & Culture (week of 03/03)

Lecture:

- Battilana & Casciaro (2021), “Power, For All”, Introduction
- Schein (1984): “Coming to a New Awareness of Organizational Culture” (*Sloan Management Review*, pp.3-7 ONLY)

Recitation: Bear Stearns & JP Morgan case

9. Spring Break (03/10)

Team Progress Report due by 11pm on Friday, March 14th

10. Hiring and Motivating Workers (03/17)

Lecture:

- Latham (2004) “The Motivational Benefits of Goal-Setting”
- Talya Bauer and Berrin Erdogan, “Motivating Employees Through Job Design,” *Organizational Behavior* (ONLY pages 100-102; 118-122)

Recitation: “Kyle Evans at Ruffian Apparel” HBSP Product #: 909C08-PDF-ENG

11. Job Design and Job Enrichment (03/24)

Lecture:

- Talya Bauer and Berrin Erdogan, “Motivating Employees Through Job Design,” *Organizational Behavior* (ONLY pages 111-118)
- Grant, A (2010) “Putting a Face to a Name: The Art of Motivating Employees” *Knowledge at Wharton*

Recitation: Your “dream job” Exercise

12. Managing Effective Teams (03/31)

Lecture:

- Haas and Mortensen (2016) “The Secrets of Great Teamwork” (*Harvard Business Review*)
- Knowledge@Wharton Podcast: [Are you ready for the Hybrid Workplace?](#)

Recitation: GlobeSmart Exercise (no reading)

Assignment 2 due by 11pm on Friday, April 4th

13. Guest Speaker and Team Project Work (04/07)

Lecture: Guest Speaker Raina Moskowitz, Chief Operating and Marketing Officer, Etsy

Recitation: Team project work

MODULE 3: ORGANIZATIONAL OUTPUT

14. Innovation (04/14)

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 (2024)

15. Corporate Sustainability: Creating Public and Private Value (04/21)

Lecture:

- Porter & Kramer (2011): “Creating Shared Value” (*Harvard Business Review*)
- Freeman, E.R., Martin, K.E., & Parmar, B.L, (2020) “The Power of And: Responsible Business without Trade-Offs”, Chapter 1

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 20th.

16. Guest Speaker (week of 04/28)

Lecture: Guest Speaker Rosanna Ramos-Velita, Chairman of the Board – Caja Los Andes

Recitation: No recitations

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.