

THE UNIVERSITY OF HONG KONG
FACULTY OF BUSINESS AND ECONOMICS
Semester 1 2008-2009

School of Business
BUSI1007C & D Principle of Management

I. Instructor and Tutor

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Tutor: N/A

Pre-requisites: No pre-requisites needed.

Textbook: Robbins, S.P. & Coulter, M., Management, Prentice-Hall, 2007 (9th Edition).

II. Course Description and Objectives

This course introduces the basic topics of management. It provides the students with an understanding of what the job of a manager involves. In addition to covering the basic theoretical concepts, the course also allows the students to have some hands-on practice as an effective manager.

The key course objectives include:

1. Cover the basic concepts of management.
2. Identify the key competencies needed to be an effective manager.
3. Provide the students with the capability to apply theoretical knowledge in simulated and real-life settings.
4. Develop the students' ability to work in teams.

III. Learning Outcomes

- 1a. Demonstrating critical thinking when presented with managerial problems.
- 1b. Expressing their opinions on managerial issues in an articulate way.
- 2a. Understanding the major internal features of a business system and the environment in which it operates.
- 2b. Identifying and explain the importance of the management process.
- 2c. Identifying the key managerial competencies.
3. Conducting topic study and case analysis to apply theoretical concepts.
4. Effective oral and written presentations.


IV. Alignment of Program and Course Outcomes

By taking this course, students should also develop greater competence as individuals majoring in BBA. For instance, students taking this course should be able to understand the important ideas and developments at the cutting edge of business practice. The course also serves to give students the fundamental knowledge needed to understand other business concepts taught in other advanced business courses.

V. Teaching and Learning Activities

1. Learning of key concepts and theories through lectures.
2. Student term papers (group projects).
3. Student presentations on assigned topics.
4. In-class activities and discussions that focus on applying theories to reality.

VI. Assessment

Learning outcome	Teaching & learning activity	Assessment
1a) Critical thinking 1b) Expressing opinions on key managerial issues	- In-class activities - Group term paper - Group presentation	 End-of-Term Test 30% Group Term Paper 30% Group Presentation 20% In-class Activities 20% (see below for more detailed descriptions of these components)
2a) Analyzing business environments 2a) Understanding management processes 2b) Identifying key managerial competences	- Lectures - Group term paper - Group presentation - In-class activities -	
3) Conducting topic study & case analyses	- Group term paper - Group presentation	
4) Effective oral and written presentations	- Group term paper - Group presentation - In-class activities	

*Group Term Paper

You will form groups (group size may vary between 4 to 6 people) and work in the same groups throughout the semester on the topic assigned to you. With respect to the case study on HP (see reference below), please answer the following questions:

1. What was Fiorina's leadership style? Was she the right choice for HP? Comment on her failure to meet operational and financial targets.
2. Why is organizational transformation so difficult? How do the major organizational dimensions relate to one another and with the external environment in which businesses operate?
3. What are the major paradoxes / issues facing today's businesses?
4. How relevant is HP's legacy in today's competitive technology driven environment? Were the changes initiated by Fiorina justified?
5. How was HP positioned before Fiorina's arrival? Was she successful in repositioning the company?
6. Do you think a change in leadership will solve HP's problems? In your opinion, what are the strategic options open to the new CEO?
7. Where do you think HP is heading today under the new leadership? If you were named the new CEO today, what would you do?

HP at a Strategic Crossroad: 2005 (2005). Centre for Asian Business Cases, School of Business, the University of Hong Kong.

Your paper should **NOT** be longer than 10 pages (12-point font and double-spaced). It is due on or before **the last day of the semester**. No late assignments will be accepted.

**Group Presentation*

Your group task is to prepare a presentation related to the topic assigned to your group. Note that the pool of presentation topics is identical to the topics we will cover throughout the semester. These topics are intended more for you to think and try to apply the textbook concepts in particular situations, rather than for you to conduct research on the web.

Your presentation should be about 20 minutes and then you have to lead a class discussion (10 minutes), either based on comments on your presentation, or on some discussion questions related to your presentation. You will then sum everything up at the end after incorporating the ideas, arguments and suggestions from the rest of the class (10 minutes). You will be evaluated on all 3 parts of your presentation.

**Class Participation*

Class participation forms an integral part of your assessment. You are encouraged to actively participate in all classroom discussions and activities. In order to be a good manager, you need to be outspoken and show great initiative at work.

In addition to contributing to class discussion, please also try to contribute to the group projects (presentation, term paper) as much as you can. In fact, a peer evaluation will be conducted at the end of the semester, so that you will have a chance to evaluate each of your group-mate's performance and contribution to the group. Ratings of you and comments from your peers will be taken into account when determining your final grade.

VII. Standards for Assessment

Regarding the end-of-term test, students need to truly understand and discern the nature of the all key management concepts and theories taught in order to be able to answer the questions well. With respect to the group term paper and presentation, both the content and the presentation styles are the key criteria for assessments. An outstanding oral or written presentation should be interesting, cohesive, inspiring, adhering to the topic assigned, and articulated in an easily understood manner. Finally, the assessment of participation is a combination of both subjective evaluations by the lecturer and objective records of the written activities you have participated in. In order to do well on this component, students should not only have high attendance but also participate actively when opportunities arise.

VIII. Academic Conduct

Any form of cheating (plagiarism, unauthorized collaboration with individuals outside of the class, unauthorized advance access to examination materials, and cheating during in-class exams) is not tolerated. The University Regulations on academic dishonesty will be strictly enforced.

IX. Course Schedule

Week	Topic(s)	Assigned Reading
1	Introduction to Management	Ch. 1
2	Management: Yesterday and Today	Ch. 2
3	Organizational Culture and the Environment: the constraints	Ch. 3
4	Decision-making	Ch. 6
5	Strategic Management	Ch. 8
6	Managerial Communication	Ch. 11
7	Managing Teams	Ch. 15
8	Structure & Control	Ch.10 & 18
9	Motivating Employees	Ch. 16
10	Leadership	Ch. 17
11	Human Resource Management	Ch. 12
12 (optional)	Make-up class for holidays / Revision	

**Weekly Discussion / Presentation Topics **

Week	Topic	Discussion / Presentation Topic
1	Introduction	Introduction
2	History	Whole class: How do you distinguish an “art” from a “science”? How would you classify management? Is it an “art” or a “science”?
3	Culture	Group Formation
4	Decision	Gp1: The use of groups and teams has become very popular in today’s organizations. How different is individual decision making from group or team decision making? Under what conditions would you expect group or team decision making to be preferable to individual decision making, and vice versa? Why?
5	Strategy	Gp2: When we talk about strategy, most people in the past would only refer to Michael Porter’s Competitive Strategy Model. But today, Sun Tzu’s “Art of War” (written over 2500 years ago) has also been mentioned a lot. What is your view on these two paradigms of strategy? How can today’s business organizations benefit from something that was written some 2500 years ago?

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| 6 | Communication | Gp3: Many organizations today believe that communicating more company-related information (e.g., market share, target customers) to employees can elicit a stronger sense of membership from employees. Discuss how this goal (of increasing sense of membership through communication) can be achieved practically (e.g., distributing what information? Through which channels?) and the obstacles managers may encounter in the communication process. |
| 7 | Teams | Gp4: Do you think the concept of groups or teams can be effectively applied in a culture that places high value on individualism and individual effort? Should everyone be expected to be a team player? Why or why not? |
| 8 | Structure & Control | Gp5: “People do what you inspect, not what you expect.” Do you agree? Based on your assessment of the statement, what do you recommend that managers should do to their subordinates in order to have effective control? |
| 9 | Motivation | Gp6: In recent years, many organizations have downsized and streamlined their operations. Jobs previously done by two or more people are now done by one single employee. What implications are their in terms of employee motivation? Would it lead to any “negative feelings” from the employees? If so, how can this “negative feeling” be removed or improved? |
| 10 | Leadership | Gp7: Rudolph Giuliani proposes that good leaders should surround themselves with great people (i.e. having great people to work for you). Others are against the idea for fear that great people might overtake and replace you in the end. What do you think? |
| 11 | HRM | Gp8: Some people think that the human resource department is peripheral to organizational functioning. Outline some arguments for an opposite perspective, and use some company examples to demonstrate how superior human resource management is central to organizational effectiveness. |

The information contained in this syllabus is subject to change and any changes made to this syllabus will be announced in class.