

THE UNIVERSITY OF HONG KONG
FACULTY OF BUSINESS AND ECONOMICS
 Semester 1 2009-2010
 School of Business
 BUSI1007C & D Principle of Management

I. Instructor and Tutor

Instructor: Dr. Thomas Ng

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Office hours: By appointments

Pre-requisites: No pre-requisites needed.

Textbook: Robbins, S.P. & Coulter, M., Management, Prentice-Hall, 2009 (10th Edition).

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Tutor: N/A

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 effective managers. Key course objectives include:

1. Covering the basic concepts of management.
2. Identifying the key competencies needed to be an effective manager.
3. Providing the students with the capability to apply theoretical knowledge in simulated and real-life settings.
4. Developing 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 business systems and the environments.
- 2b. Identifying and explaining 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 Objectives and Course Learning Outcomes


BBA Program Objectives	Course Learning Outcomes
1. Acquisition and internalization of knowledge of major business disciplines	1.1 Should know the fundamental principles and theories of management 1.2 Should be able to use analytical tools to formulate and solve various management problems
2. Application and integration of knowledge	2.1 Should be able to distinguish between minor and major management issues 2.2 Should be able to identify and use relevant organizational information to make informed decisions to improve the management process
3. Inculcating professionalism and leadership	3.1 Should demonstrate the capacity to deal with ethical and social issues 3.2 Should function in teams effectively to address management problems
4. Developing global outlook	4.1 Should demonstrate knowledge and awareness of international management issues

5. Mastering communication skills	5.1 Should be able to articulate and make convincing and coherent presentations to address key management topics 5.2 Should be able to write effectively on HR topics and use specific management terminology
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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	Learning activity	Assessment
1a) Critical thinking 1b) Expressing opinions on key managerial issues	- Group term paper - Group presentation - In-class activities	 <p>End-of-Term Test 30%</p> <p>Group Term Paper 30%</p> <p>Group Presentation 20%</p> <p>In-class Activities 20%</p> <p>(see below for more detailed descriptions of these components)</p>
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 depending on class size, but roughly 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?
2. Why is organizational transformation so difficult? (This question is not specific to only HP).
3. What were the major problems / issues facing HP's businesses at that time?
4. How relevant is HP's legacy in today's competitive technology-driven environment?
5. Were the changes initiated by Fiorina justified?
6. How was HP positioned before Fiorina's arrival? Was she successful in repositioning the company?
7. Do you think a change in leadership would solve HP's problems?
8. What were the strategic options open to the new CEO who replaced Fiorina?

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 teaching (November 28)**. No late assignments will be accepted. Please prepare the paper in a **question-and-answer format**.

**Group Presentation*

Your group task is to prepare a presentation related to the topic assigned to your group. The pool of presentation topics is identical to the topics we will cover throughout the semester. Your presentation should not exceed 25 minutes. More details will be given about this course component in class.

**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. Please also contribute to the group projects (presentation, term paper) as much as you can. 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 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	Assigned Reading
1	Introduction to Management	Ch. 1
2	Management: Yesterday and Today	Ch. 2
3	Organizational Culture and the Environment	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	

X. Presentation Topics

Topic	Discussion / Presentation Topic
Decision making	Gp1: The use of teams has become very popular in today's organizations. How different is individual decision making from team decision making? Under what conditions would you expect team decision making to be preferable to individual decision making, and vice versa? Why?
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?
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.
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?
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?
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?
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?
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.