

**University of Hong Kong**  
**School of Business**  
Semester 2 2010-2011

**BUSI1007G, H, I & J Principles of Management**

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**Course Description**

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.

**Course Objectives**

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

**Intended Learning Outcomes**

By the end of the course, students should be able to:

- 1a. Demonstrate critical thinking when presented with managerial problems
- 1b. Express their views and opinions on managerial issues in an articulate way
- 1c. Understand the major internal features of a business system and the environment in which it operates
- 2a. Identify and explain the importance of the management process
- 2b. Identify some of the key skills required for the contemporary management practice
- 2c. Explain how management initiatives can add value to the bottom line
3. Conduct topic and case analysis to apply theoretical concepts
4. Prepare and present structured presentations and reports

**Alignment of Program and Course Outcomes**

<b>Program Learning Outcomes</b>	<b>Course Learning Outcomes</b>
Acquisition and internalization of knowledge of major business disciplines	1a, 1c, 2a, 2b, 2c
Application and integration of knowledge	1a, 1b, 3
Inculcating professionalism and leadership	1b,2c
Developing global outlook	1a,1c,2b
Mastering communication skills	1b, 4

## Teaching and Learning Activities

We meet twice every week for a total of 3 hours. Class format is a combination of short lectures, discussions and activities. In other words, do not expect to just come and take notes. You have to actively participate in the class discussions and activities. In the third or fourth week, you will be assigned to a group and then work in the same group throughout the semester. Besides in-class and other group assignments, there is also a term project/paper for the group. **Please note that you must be present in class for at least the first few weeks in order that you will be assigned to a group for group assignments and term paper.**

## Assessment

Assessment will be a combination of the followings:

Class Participation & Activities	20%*
Group Presentation(s)	20%
Group Project/Term Paper (8-10 pages)	30%
End of Term Test	30%
Total	100%

\* Please note that 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 in your work performance.

Learning Outcomes	Teaching and Learning Activities	Assessment
Demonstrate critical thinking when presented with managerial problems	Lectures, discussions, individual/group assignments, group term paper	Class participation, individual/group assignment, group term paper, term test
Express their views and opinions on managerial issues in an articulate way	Lectures, discussions, individual/group assignments, group term paper	Class participation, individual/group assignment, group term paper, term test
Understand the major internal features of a business system and the environment in which it operates	Lectures, discussions	Class participation, individual/group assignment, group term paper, term test
Identify and explain the importance of the management process	Lectures, discussions, individual/group assignments, group term paper	Class participation, individual/group assignment, group term paper, term test
Identify some of the key skills required for the contemporary management practice	Lectures, discussions, individual/group assignments, group term paper	Class participation, individual/group assignment, group term paper, term test
Explain how management initiatives can add value to the bottom line	Lectures, discussions, individual/group assignments, group term paper	Class participation, individual/group assignment, group term paper, term test
Conduct topic and case	Discussion, individual/ group	Class participation,

analysis to apply theoretical concepts	assignments, group term paper	individual/group assignment, group term paper, term test
Prepare and present structured presentations and reports	Discussion, group term paper	Individual/group assignment, group term paper

### Text Book

Robbins, S.P. & Coulter, M., Management, Prentice-Hall, 2009 (10<sup>th</sup> Edition).

### Class Schedule\*

Week	Date (Week of)	Topic(s)	Assigned Readings <sup>#</sup>	Remarks
1	Jan 11	Introduction to Management	Ch. 1 HP Case	
2	Jan 18	Management History	Ch. 2	
3	Jan 25	Organizational Culture and Environment	Ch. 3	
4	Feb 1	Decision-making Feb 3 Chinese New Year holiday – no class	Ch. 6	
5	Feb 8	Feb 8 Chinese New Year holiday – no class Decision-making		
6	Feb 15	Strategic Management	Ch. 8	
7	Feb 22	Managers and Communication	Ch. 14	
8	Mar 1	Reading Week		No Class
9	Mar 8	Managing Teams	Ch. 11	
10	Mar 15	Organizational Structure & Control	Ch. 9 & 17	
11	Mar 22	Motivating Employees	Ch 15	
12	Mar 29	Leadership	Ch 16	
13	Apr 5	Apr 5 Ching Ming Festival – No class	Ch 16	

		Leadership		
14	Apr 12	Group Presentation		
15	Apr 19	Group Presentation		

\* Subject to changes

# Additional readings/assignments will be distributed in class

### Presentation Topics

Topic	Discussion / Presentation Topic
Strategy	<p>When we talk about strategy, most people would only refer to Michael Porter's Competitive Strategy Model. But Sun Tzu's "Art of War" (written over 2500 years ago) also provides a lot of insights.</p> <p><b>Affirmative Team:</b> "Art of War" is more useful than Porter's model  <b>Opposing Team:</b> "Art of War" is not as useful as Porter's model</p>
Communication	<p>Does the use of electronic media necessarily lead to better communication in the work setting?</p> <p><b>Affirmative Team:</b> Yes, it is absolutely indispensable.  <b>Opposing Team:</b> No, it is over-rated.</p>
Teams	<p>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 (e.g. the U.S.)?</p> <p><b>Affirmative Team:</b> Yes, and everyone is expected to be a team player  <b>Opposing Team:</b> No, and not everyone is expected to be a team player</p>
Structure & Control	<p>"People do what you inspect, not what you expect." Do you agree?</p> <p><b>Affirmative Team:</b> Yes, tight control is needed in many situations  <b>Opposing Team:</b> No, empowerment and freedom given is more effective in many situations</p>
Motivation	<p>There have been reports of employee suicides at the Foxconn Technology Group factories operating in mainland China</p> <p><b>Affirmative Team:</b> The crisis can be effectively managed and resolved by enhancing employee job motivation  <b>Opposing Team:</b> The crisis cannot easily be managed and resolved by enhancing employee job motivation, which is too abstract and unsubstantial</p>

## **Presentation Run-down**

**First Stage:** Presentation (20 minutes in total)

Affirmative Team presents its core arguments (10 minutes)

Opposing Team presents its core arguments (10 minutes)

**Second Stage:** Cross-Examination (15 minutes in total)

Each team has one minute to speak alternately, starting with the affirmative team. Each team should address the arguments presented by the other team in the first stage, particularly the ones that you do not agree with; and provide counter arguments.

**Third Stage:** Conclusion (6 minutes in total)

Affirmative Team presents its conclusion (3 minutes)

Opposing Team presents its conclusion (3 minutes)

**Fourth Stage:** Open Floor Discussion / Comments (10 minutes in total)

Whole class will decide on who is the winning team

## **Continuing Case**

A continuing case on HP (see reference below) will be used to illustrate the different topics covered. You are expected to have read the case at the beginning of the course so that discussion based on the case materials can be conducted throughout the semester.

## **Group Project/Term Paper – Movie Analysis**

More details and guidelines will be provided in a separate document.

## **Peer Evaluation**

To avoid having free-riders in your group, a peer-evaluation will be conducted at the end, 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.

## **Standards of Assessment**

Grade	Performance
A+, A, A-	Very active participation in class and web discussions. Provide accurate analysis to all problems and issues covered and discussed; and give detailed and insightful responses to all questions
B+, B, B-	Active participation in class and web discussions. Provide accurate analysis to most problems and issues covered and discussed; and give detailed responses to most

	questions
C+, C, C-	Moderate participation in class and web discussions. Provide accurate analysis to a few problems and issues covered and discussed; and give detailed responses to a few questions
D+, D	Inactive participation in class and web discussions. Provide inaccurate analysis to most problems and issues covered and discussed; and give unclear responses to most questions
F	Inactive participation in class and web discussions. Provide inaccurate analysis to almost all problems and issues covered and discussed; and give poor responses to almost all questions

### **Academic Dishonesty**

The university regulations on academic dishonesty will be strictly enforced! Please check the University Statement on plagiarism on the web: <http://www.hku.hk/plagiarism/>

### **References**

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

## BUSI1007 G, H, I & J Personal Information Sheet

Please take a few minutes to answer the following questions. The information will help me get to know you better. Please submit this form **after** you have been assigned to your group.

Subclass: G/H/I/J

Group #:

Group Name:

Your Name:  
(please include English name)

Student no:

Major at HKU:

Email Address:

Field of Study in previous / secondary school (e.g. Math, Biology, Commerce etc.):

Interest / Hobbies:

Name **at least** one special characteristic (physical or non-physical) about you that will help me remember you better:

How do you think this course might help you in your future career? Have you heard anything about this course? (If 'yes', what?) What is/are your expectation(s) of this course?

What other courses are you currently taking?

Do you have any suggestions for this course? Anything else you want me to know?

Please attach a **recent** photo below (not limited to just a passport photo – but I have to be able to recognize you!)