Course Website
https://canvas.ust.hk/courses/

Class Meetings
Lectures: Mondays, Wednesdays & Fridays; 10:00 am -12:50pm; Room 1034 (LSK Building)
• Note: 1st July (Wednesday) is a holiday

Course Description
This course provides students with a systematic approach to acquire a solid foundation in the principles of management. Our journey begins with an introduction of what management is and the history of management. Then, we will explore the external environment and internal environment under which managers do their jobs. Quite literally, organizations operate by managers making decisions, thus we will next examine how managers make decisions. The rest of the course is organized around the four functions of management, namely planning (defining organizational goals and establishing strategies), organizing (structuring work activities), leading (influencing and motivating people), and controlling (monitoring and correcting organizational performance).

Course Objectives
On completion of this course, you should be able to:

• Compare and contrast major schools of thought in the evolution of management theory
• Describe the external environment facing a manager, and explain its influences on the manager’s work
• Describe an organization’s control system, and explain how these control systems are formed and maintained
• Apply the rational approach of decision making, and discuss common biases in decision making
• Design organizational practices that motivate employees using major theories of motivation
• Identify characteristics of effective leaders
Course Values

To have a vibrant and constructive learning environment, we should adhere to a set of values. The expectations apply to everyone, including us instructors.

- **Respect**: Care and respect for each other. Avoid any put-downs to others.
- **Openness**: Be open to diverse perspectives. Be willing to learn and improve.*
- **Integrity**: Take responsibilities. Be fair and trustworthy.*
- **Professionalism**: Have high standards and solid preparation. Be punctual and attentive.*
- **Passion**: Actively engage and participate.

---

*Student Feedback.* We welcome feedback on our teaching throughout the semester. You are encouraged to contact us any time you have any question, suggestion, concern, or would like to ask for advice.

*Academic Integrity.* A student is expected to know what constitutes academic integrity, to avoid committing academic offences, and to take responsibility for his/her actions. A student who is unsure whether an action constitutes an offence, or who needs help in learning how to avoid offences (e.g., plagiarism, cheating) or about “rules” for group work/collaboration should refer to the HKUST Academic Integrity website: [http://www.ust.hk/vpao/integrity/](http://www.ust.hk/vpao/integrity/)

*No social loafing/Free-riding.* Social loafing or free-riding occurs when a group member relies on the remaining group members to complete group tasks, and does not contribute to group work. To discourage free-riding, individual group member’s contribution to the group project will be assessed by confidential peer evaluations. If the peer evaluations you receive clearly show that you are a free-rider, your individual grade on the group project will be penalized. Peer evaluation form is accessible via URL: [http://ipeer.ust.hk/](http://ipeer.ust.hk/)

Besides peer evaluation, to more actively solve the free-riding problem before things get worse, you are encouraged to do the following if you feel that a member of your group is a social loafer or free-rider, (1) address your concerns with that group member as early as possible via email, and copy both instructors on the email. (2) Agree upon a way in which that person can contribute to the group and notify us of your resolution by email. (3) If the problem persists, make an appointment for your group to meet with us. We will attempt to resolve the problem together. (4) If this second attempt fails, leave the person’s name off the title page of the final reports. (5) We will inform the group member that s/he will receive a zero on the group assignments. Note that we will only give a zero if steps 1-4 have been followed.

*Technology Policy.* During class time, please do not use your laptops, tablets, cell phones, or other technological devices. Research indicates that while use of technological devices has its benefits, it significantly detracts attention. So, while I respect your right of self-determination, I would appreciate if you refrain from use of electronics during class time.

Course Materials

- Additional materials will be distributed on the course website or in class.
- Lectures are an integral component of the course. Many activities such as discussions and videos are held in lectures. This is where the “doer” part of management is practiced. In addition, it is a platform for you to raise questions and to deliberate the concepts covered in textbooks.

Course Evaluation

1. Individual Work
   1. Examination 1 20%
   2. Business Memo 10%
   3. Examination 2 30%
   4. Attendance and Class Participation 10%
   Individual Subtotal 70%
II. Group Work

5a. Group Project: Presentation 30%
   Group Subtotal 30%
   Total 100%

1. Examination 1 (20%) – July 6th (venue LSK1034)
   MC questions and mini-case analysis from 10:00 to 12:30 (2.5hr).

2. Business memo (10%)
   Adopt or create a firm for yourself, either firm that in trouble (if you adopt one) or firm that still small and fragile (if you create by yourself), applying the knowledge from the course to transform it toward a goal you set for the firm. The quality of the organizational goal and comprehensiveness for the plan/solution to realize the goal will be evaluated. The due day of business memo is 9th July, three days after the exam.
   - Upload your final soft copy of group written assignment to Canvas no later than 23:59pm, July 9th. You will not be allowed to upload a revised version.
   - On the cover sheet of your assignment, you must mark clearly the names and email addresses.

3. Examination 2 (30%) – July 20th (time is subject to change, venue LSK1034)
   The two examinations are closed-book and non-cumulative, so that Exam 1 covers the first half of the course and Exam 2 covers the second half. Please kindly pay attention to the exact exam time and venue to be announced later in the class. No make-up exams will be offered except for extraordinary circumstances beyond your control (e.g. medical emergencies). Appropriate supporting document (e.g. documents issued by a registered medical practitioner) is required for the consideration for a make-up exam. It is your responsibility to notify the instructors about your extraordinary circumstances ten days before the scheduled exam. The decision of whether or not a make-up exam can be offered is made at the instructors’ discretion. The make-up exam, if granted, will consist of case and short questions only.

4. Class Participation (10%) - ongoing

4.1 Attendance (4%)
   Attendance in class discussions is important as it enhances the experience sharing and story-telling that is essential components of this course. Instead of ticking the name list or monitoring your attendance, we encourage the inside motivation of attendees so the attendance will be counted by a mini-quiz e at the beginning of every session. The five-question mini-quiz tests how much you understand the previous session. So it on one hand enhances the understanding of the course content, on the other hand, requests that you “really” be here with us in the classroom.

4.2 In-class participation (6%)
   Participation in class discussions is valuable as it gives you the opportunity to contribute to the learning in this class and to learn from others. High quality participation requires preparation – having read the assigned materials before class, attentive listening – building on and enriching current discussions. To emphasize that both meaningful questions are the same valuable with the meaningful answers to some questions, we value you asking questions the same with answering the question; therefore, we reward the both in participation points. It will be conducted with a participation cards which I distribute to the participants. The more cards you collect, the more contribution you make for the class.

5. Group Project- Presentation (30%) – due on July 22
   This group project offers you an opportunity to apply knowledge learned in class to real management issues. To start, please form your own group of four members, and email the group list (including the name, email address and student id of each group member) to Peter before 11pm, Jun 26th. Each group
will be assigned a company and required to analyze the management issue of the company in presentation and written paper.

To give you an early feedback on the group project, a consulting meeting will be arranged for each group before your final presentation. For your final presentation at the end of the term, each group will be given a 12-minute PowerPoint presentation on the selected company to the class. At the end of each presentation, there will be a 5-minute question and answer session. There should be no less than 2 presenters from each group. We will have lucky draw to determine the presentation schedule. The entire class will vote for the best presentation of the day at the end of the lecture. The group with most votes in their respective lecture session will receive 2% bonus points for their group project presentation score.

Late assignments will be penalized 10 points per every 24-hours period after the due time.

On the due date of your project oral presentation, you should:

✧ Send the copy of the ppt file to Peter before 11 pm the previous night of the presentation
✧ On the cover sheet of your assignment, you must mark clearly your group number, names and email addresses of all your group members.

4.3. Group Project – Group peer evaluation (individual score adjustment, 5%)

To encourage constructive group work and to discourage free-riding, confidential peer evaluations will be applied to assess your contribution to group projects at the end of the course. To ensure fairness, your individual grade on the group project will be adjusted when necessary to reflect any significantly uneven sharing of workload among the group members. The deduction of the whole score will be less than 5 points. The peer evaluation will be done using iPeer.
<table>
<thead>
<tr>
<th>Instructor</th>
<th>Session</th>
<th>Date</th>
<th>Topic</th>
<th>Readings</th>
<th>Task Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jennifer</td>
<td>1</td>
<td>22-Jun-15</td>
<td>Introduction to management – the concept of Management</td>
<td>Chapter 1</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Introduction to management – the history and current streams of current management practice</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jennifer</td>
<td>2</td>
<td>24-Jun-15</td>
<td>Manage the environment – the general environment</td>
<td>Chapters 4, 6, 8</td>
<td>Group formed (list)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Manage the environment - the technical environment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jennifer</td>
<td>3</td>
<td>26-Jun-15</td>
<td>Competition strategy - the corporate strategy</td>
<td>Chapters 8 and 9</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Competition strategy - the business strategy</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>29-Jun-15</td>
<td>Why organization exist</td>
<td>Chapters 4, 5, 8</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Organize the activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>3-Jul-15</td>
<td>Control mechanism – the formal &amp; informal controls</td>
<td>Chapter 2, 7, 8</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Review of the course</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jennifer &amp; Prasad</td>
<td>6</td>
<td>6-Jul-15</td>
<td>EXAM 1</td>
<td>Materials up to July 4th</td>
<td></td>
</tr>
<tr>
<td>Prasad</td>
<td>7</td>
<td>8-Jul-15</td>
<td>Introduction to OB stream</td>
<td>Ch2 (pp 63-72)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Organizational culture</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prasad</td>
<td>8</td>
<td>10-Jul-15</td>
<td>Managerial ethics</td>
<td>Ch3 (pp 80-95)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Motivation (I)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prasad</td>
<td>9</td>
<td>13-Jul-15</td>
<td>Motivation</td>
<td>Ch9 (pp 299-320)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>10</td>
<td>15-Jul-15</td>
<td>Effective team management (Groups, team dynamics)</td>
<td>Ch 11 (pp 358-379)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>(Groups, team dynamics)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Managerial leadership</td>
<td>Ch10 (pp 329-348)</td>
<td></td>
</tr>
<tr>
<td>Jennifer &amp; Prasad</td>
<td>11</td>
<td>17-Jul-15</td>
<td>Advisory time for group project</td>
<td>Sign up for time slots (this meeting is optional for the groups)</td>
<td></td>
</tr>
<tr>
<td>Jennifer &amp; Prasad</td>
<td>12</td>
<td>20-Jul-15</td>
<td>EXAM II (10.00 AM-12.00 PM)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jennifer &amp; Prasad</td>
<td>13</td>
<td>22-Jul-15</td>
<td>Group project presentation</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* The instructor reserves the right to revise the syllabus as needed.
Appendix I – Group project presentation

This group project offers you an opportunity to apply knowledge learned to real management issues presented in a reality television program – Undercover Boss. Each group will analyze an assigned episode of Undercover Boss, and give a 12-minute PowerPoint presentation, followed by a 3-minute question and answer session.

In the analysis, you should:

a) Identify and describe important management issues in the episode. You may consider illustrating the issues with relevant video clippings or other materials.

b) Analyze the underlying cause(s) of the issues.

c) Propose and evaluate several alternative actions designed to tackle the issues, and then make recommendation.

d) Describe how your recommendation can be implemented.

You should identify relevant theoretical concepts you learned from the course and apply them in the analysis.

LIST OF EPISODES

An episode will be assigned to your group by the means of lucky draw.

1. Undercover Boss US S01E02 Hooters
   https://www.youtube.com/watch?v=K2MbvGMbI0Q

2. Undercover Boss US S01E03 7-Eleven
   https://www.youtube.com/watch?v=3__fCblcxQ

3. Undercover Boss US S01E09 1-800-Flowers.com
   https://www.youtube.com/watch?v=n3WOP1QU1bA

4. Undercover Boss US S02E04 Frontier Airlines
   https://www.youtube.com/watch?v=5NZY9YmdHsQ

5. Undercover Boss US S02E05 Nascar
   https://www.youtube.com/watch?v=DQDseSpgJsA

6. Undercover Boss US S02E12 Norwegian Cruise Line
   http://www.youtube.com/watch?v=SvqubCfr9PM

7. Undercover Boss US S03E04 Checkers & Rally’s
   https://www.youtube.com/watch?v=wduz3rd5nv0

8. Undercover Boss US S04E10 O’Neill Clothing
   https://www.youtube.com/watch?v=RLtfcdwut8A

9. Undercover Boss US S04E12 Fatburger
   https://www.youtube.com/watch?v=Q_kk2RGlQ_8

10. Undercover Boss US S04E14 Retro Fitness
    https://www.youtube.com/watch?v=V1wZ6RI1wlA

11. Undercover Boss US S05E06 Alfred Angelo
    https://www.youtube.com/watch?v=4ubhvAchhn8

12. Undercover Boss(Canada)-T&T Supermarket
    https://www.youtube.com/watch?v=zpT72WVCyM
13. Undercover Boss (Canada) - Pizza Nova
   https://www.youtube.com/watch?v=Mh9gN9Dbo-k
14. Undercover Boss (Canada) - Toronto Zoo
   https://www.youtube.com/watch?v=LAlbnfCAqrl
15. Undercover Boss Canada S03E01 Wild Wing
   https://www.youtube.com/watch?v=xNfz_rmNYbk

**GRADING CRITERIA**

Your project will be graded based upon the following 5 criteria (with weights in parenthesis):

<table>
<thead>
<tr>
<th>Identification and description of important management issues [20%]</th>
<th>Need more work</th>
<th>Good work</th>
<th>Wow~ Excellent work</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identifies trivial management issues that has not much impact on the organization; description of the issues is too brief.</td>
<td>Important management issues are identified and are described adequately. Importance of the management issues is clearly articulated.</td>
<td>Important management issues are identified and are described comprehensively. Importance of the management issues is clearly articulated.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Analysis of underlying cause(s) [20%]</th>
<th>Need more work</th>
<th>Good work</th>
<th>Wow~ Excellent work</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focuses on superficial features of the management issues, demonstrates a limited understanding of the underlying cause(s)</td>
<td>Relevant aspects of the management issues are synthesized to reveal underlying cause(s)</td>
<td>Relevant aspects of the management issues are synthesized to reveal insightful underlying cause(s)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Generation and evaluation of alternative actions [40%]</th>
<th>Need more work</th>
<th>Good work</th>
<th>Wow~ Excellent work</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proposes one solution for tackling each management issue. The solution does not address the management issues and are not feasible.</td>
<td>Proposes alternative solutions for tackling the management issues. Pros and cons of each solution are adequately discussed. States the rationale for why the final recommendation is selected.</td>
<td>Proposes alternative solutions for tackling the management issues. Pros and cons of each solution are thoroughly discussed. Provides a compelling rationale for why the final recommendation is selected.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description of recommendation</th>
<th>Need more work</th>
<th>Good work</th>
<th>Wow~ Excellent work</th>
</tr>
</thead>
<tbody>
<tr>
<td>States the recommendation without presenting any implementation plan.</td>
<td>Describes briefly how the recommendation can be implemented.</td>
<td>Describes in detail how the recommendation can be implemented.</td>
<td></td>
</tr>
<tr>
<td>[10%]</td>
<td>Presentation skills</td>
<td>Presentation flows smoothly and is easy to follow. Communication aids support the presentation.</td>
<td>Presentation flows smoothly and is easy to follow. Communication aids support the presentation and hold audiences’ attention.</td>
</tr>
<tr>
<td>-----------------------</td>
<td>---------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Presentation skills</td>
<td>Presentation is ill-structured; it takes efforts to follow. Communication aids do not support the presentation well.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>[10%]</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total: 100%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>