MGMT2401 PRINCIPLES OF MANAGEMENT
School of Business
Office hours: By appointment, KKL 1317

Instructor: Dr. Helen H. Zhao
Email: hhzhao@hku.hk
Teaching Assistant: Mr. Hogan Wai
Email: waikf@hku.hk

RECOMMENDED TEXT
Stephen P. Robbins & Mary Coulter, Management, 13th Edition, Pearson Global Edition, 2016

COURSE DESCRIPTION
This course is an introductory course to management. It covers both micro and macro concepts and frameworks to management, and provides you with opportunities to apply the knowledge learnt in simulated or real settings.

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 knowledge in simulated and real-life settings.
4. Develop the students' ability to work in teams.

PROGRAMME LEARNING OUTCOMES
PLO1: Acquisition and internalization of knowledge of the programme discipline
PLO2: Application and integration of knowledge
PLO3: Inculcating professionalism and leadership
PLO4: Developing global outlook
PLO5: Mastering communication skills

COURSE LEANRING OUTCOMES

CLO1: Demonstrate critical thinking when presented with managerial problems and express their views and opinions on managerial issues in an articulate way	PLO1; PLO2; PLO3
CLO2: Understand the major internal features of a business system and the environment in which it operates	PLO1; PLO2
CLO3: Identify and explain the importance of the management process and identify some of the key skills required for the contemporary management practice	PLO1; PLO2; PLO3; PLO4
CLO4: Write evidence-based business reports	PLO2; PLO5
CLO5: Deliver professional presentations	PLO2; PLO5

COURSE TEACHING AND LEARNING ACTIVITIES

T&L1. Interactive Lecture	30 hours	25%
T&L2. Team Paper	20 hours	17%
T&L3. Team Presentation	20 hours	17%
T&L4. Final Exam	50 hours	41%
	120 hours	100%

GRADES (tentative)

	Points	Alignment
Final Exam	200 points~40%	CLO1; CLO2; CLO3
Team Paper	100 points~20%	CLO4
Team Presentation	100 points~20%	CLO5
Individual Contributions	100 points~20%	CLO1; CLO2; CLO3
Total	**500 Points~100%**	

COURSE GRADE DESCRIPTORS

Course Final Grade	Tentative Scores	Grade Descriptors
A+, A, A-	100-80%	Student has consistently demonstrated an excellent grasp of management concepts as evidenced by original or exceptionally astute analysis and synthesis of student work.
B+, B, B-	79-70%	Student has demonstrated a substantial grasp of management concepts, as evidenced by above average performance in analysis and synthesis of student work.
C+, C, C-	69-60%	Student has demonstrated a fair grasp of management concepts, as evidenced by average performance in analysis and synthesis of student work.
D+, D, D-	59-50%	Student has demonstrated limited grasp of management concepts, as evidenced by barely satisfactory performance in analysis and synthesis of student work.
F	<50%	Student has demonstrated very limited grasp of management concepts, as evidenced by poor performance in analysis and synthesis of student work.

FINAL EXAM (40%)

Unless there is prior approval fro m the instructor and a legitimate, documented reason for needing a make-up exam (e.g., illness, family emergency, official university absence), examinations must be taken at the scheduled time. We will discuss it in more details prior to its administration.

TEAM PROJECTS (40%)

At the beginning of the semester, you will be randomly assigned to a team. You will stay in the same team for the whole semester. As a team, you and your teammates are going to complete a team paper and a team presentation together.

Everybody in your team will receive the same score for team-based assessment. However, your score might be subject to an individual adjustment at the end of the semester. Individual adjustments are topped at +/- 10% of all team projects, and all adjustments will be completely evidence-based. To minimize political behaviors, you cannot request any individual adjustments for yourself, meaning that you cannot ask for bonus points or ask for no or less deduction. Individual adjustments aim to identify uneven contribution and reallocate the scores within your team.

To aim that, you will be invited to take two online surveys after team paper and team presentation, to let me know your experience with the team. These surveys will be kept strictly confidential, and I will NOT discuss your responses with your teammates or any other parties without your approval. I might follow up with you if I would like to know further details about your responses. **Failure to complete each survey will result in a 5 point off (i.e., you can lose up to 10 points in your team projects if you missed all three). If there is clear evidence that you didn't take these surveys seriously, you might get 3 points off for each survey.**

Team Paper

You are expected to work on this team paper during the first half of the semester. It should be related to the micro perspectives of management (e.g., individuals and teams). The team paper should be less than 5 pages, and **the due date is Oct 13 (Thursday) at the start of the class.** You must submit it to the designated Moodle Assignment box before the deadline. If your submission is late, 5 points will be taken off from your team grade for every 12 hours. If it's late for more than three days without a legitimate justification, your team will receive a grade of zero. **If you would like have a round of comments of mine before you submit, you must submit the draft before Oct 6 (Thursday) at the**

start of the class. The draft reading is optional but is highly recommended. Please note that I will NOT read an incomplete draft.

To complete this paper, you need to find and interview an experienced manager who is currently managing a team, a unit, or an organization[1]. You can ask any questions that are relevant to the chosen topics. I highly recommend you to develop an interview protocol with your team members prior to the actual interview. I will be happy to take a look if you want me to. The interview can be in any language that you or the interviewee felt most comfortable with, such as Cantonese, English, or Mandarin. I recommend that an effective interview should be at least 30 minutes. **The interview must be tape recorded and transcribed into English.** You must attach the transcription as an appendix in your team paper, and are able to supply the original tape upon request.

Depending on how you ask questions and how the interviewee approaches your questions, your paper could be explanations of the phenomena described by the interviewee, suggestions for the challenges faced by the interviewee, an examination of research questions that you are curious to know, or any other content you feel appropriate. Your paper needs to have a clear central message and logical arguments supported by adequate evidence. The grading rubric will be made available to you at least two weeks before the deadline, but in general I will grade your paper on (1) organization, (2) course concepts, and (3) outside sources. You will also lose points if you fail to conform to formatting and styling requirements.

Team Presentation (100 points)

You are expected to work on this team presentation during the second half of the semester. It should be related to the macro perspective of management (e.g., firms and industries). **Your team will deliver a 30 minute presentation at the end of the semester.** To be fair, the order of presentation will be determined by a lucky draw. You should present for less than 25 minutes and leave about 5 minutes for Q&A. I will grade the effectiveness of both the slides and the oral explanation. Your classmates will rate your individual presentation styles. I will compile all the ratings to assign a team grade and an individual grade to you. Even if you are not presenting, you are expected to come to learn, to judge, and to ask questions.

You need to identify an organization (preferably a really cool one) and search its background information from all possible sources you can think of, such as the official website, annual reports, cases, newspapers, or databases etc. Similar with the team paper, I don't have specific expectations about the content of your presentation. It could be descriptive, problem solving, research-focused, or any other innovative form you come up with. I will request a copy of your powerpoint slides before your presentation for grading purposes. Both the slides (and other visual aids) and the oral explanations will be graded. Again, the rubric I use will be shared with you at least two weeks before you present.

INDIVIDUAL CONTRIBUTION (100 points)
Class Participation (50 points)

Class participation will be managed by an internet-based platform called Polleverywhere. It not only checks your attendance but also better engages you to the classroom learning. We will have a lot of questions, cases, and videos that need your input. All Polleverywhere questions have no right or wrong answers, so as long as your vote was recorded by the system, you will earn the score of the day. Each session is 5 points. Your registration must be correct so that I can identify who you are and link your

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[1] It's important to note that everything you did in the field should be consistent with the ethical standards set by University of Hong Kong. Please see http://www.rss.hku.hk/integrity/rcr/policy for more details. I would like to highlight that you should keep the information supplied by the interviewee confidential, and should use it for class purpose only. You can keep your interviewee anonymous, if that's his or her preference.

vote to the Moodle gradebook. You will receive a zero if your registration is wrong or you forgot to log in. The score in this class participation category will be completely objective.

How to Register Polleverywhere
1. Go to our class url https://www.polleverywhere.com/register?p=49rie-1rk4&u=oB3AbCN4 and register a new account with your HKU email address (or another email you use more often).
2. Then log into your account and click "Setting" - "Voter Registration".
3. Here it should show a registration for hhzhao@hku.hk, then click on "Details" next to it.
4. Enter your **student ID number** under "How should Helen Zhao or HKUmanagement identify you". Double check to make sure it's correct.
4 is the most important – this is the only key that links your responses to your class grade

If you do not see yourself associated with me or HKU Management, click the "Register as a voter" and type in hhzhao@hku.hk and follow the step 2 to 4.

How to Vote via Polleverywhere
1. In your laptop or smartphone, open www.PollEv.com/hkumanagement
2. Log in with the correctly registered account.
3. If a poll is open, you should be able to see it here. If there is nothing, it means that I haven't activated the poll yet.
Please note that the url you used to register and to vote are different

Polls in 20 sessions will be counted, and if you are able to attend 17 out of the 20 sessions, you will be able to receive 100% in class participation. You will be exempted if you have documented illness or official university absence, but you must let me know before the session. Otherwise, you won't be exempted. Personal reasons to skip a class, such as job interviews, seminars, meetings, or family issues will not be exempted.

Other in-class exercise (50 points)
Other in-class exercises might be announced in class without prior notification.

Similar with the class participation, you can be exempted from in-class exercises if you have documented illness or official university absence, but you must let me know before the session. Otherwise, you won't be exempted. Personal reasons to skip a class, such as job interviews, seminars, meetings, or family issues will not be exempted.

CLASS EXPECTATIONS
1. I expect all of you to attend all sessions whenever you could and actively engage in the classroom learning. If you are really bored and want to give up on learning, you can surf the internet quietly because you are an adult and you know what you are doing. Just no side talks (please!) Chatting with your classmates not only interferes with the lectures, but also shows that you have no respect to the class and to me. There will be no punishments if you don't want to follow this expectation, but it's my sincere hope that you can understand why it's important.

2. I also expect all of you to bring a laptop or a smartphone that can connect to the internet, because we will have activities that require internet connections from time to time. Please let me know if you cannot, and I can help you borrow one from the IT office.

3. Please be aware that any announcements that impact the class schedule or assessments will be sent to your university email address. Please be sure to check that email account on a regular basis. Please feel free to email me with questions or concerns about the course and/or any assignments. I will endeavor

to reply to you within 24 hours. If not, please send me a reminder because I will never ignore student emails on purpose.

4. Most importantly, I expect you to adhere to strong ethical principles in your academic work. At a minimum, I expect no cheating, plagiarism or falsification of any work you turn in for this class. Academic dishonesty includes, but is not limited to, claiming your initiative as original but in fact it was developed by other people already, copying the existing analyses of the company's strategies and financial statements, asking your classmate to vote for you via Polleverywhere, receiving and providing help on individual-based assignments, etc. At the minimum, both you and the "helper" will receive zero for the grade item involved. **I take academic dishonesty very seriously, and I will do whatever it takes to correct such behaviors.**

As a return, you will expect me to provide you with a classroom environment that is conducive to learning; be well organized and prepared for each class lecture; provide an environment that is respectful of others' opinions; provide reasonable guidance on all assessments; and treat you fairly and courteously.

<u>TENTATIVE</u> COURSE SCHEDULE (subject to change)

Session #	_Topics, assignments, & exams_
1	Course Intro
2	Managing Yourself
3	Foundations of Management and Organization; Ch. 1
4	Individual Attitudes and Behaviors; Ch. 15
5	Communication; Ch. 14
6	Leadership; Ch. 17
7	Motivation (1); Ch. 16
8	Motivation (2); Ch. 16
9	Team (1); Ch. 13
10	Team (2); Ch. 13
11	In-class Team Paper Discussion
12	**Team Paper Due** Decision Making; Ch. 2
13	Managing Strategies; Ch. 9
14	Controlling; Ch. 18
15	Planning; Ch. 8

16	Managing Human Resources (1); Ch. 12
17	Managing Human Resources (2); Ch. 12
18	Organizational Change; Ch. 7
19	Organizational Design (1); Ch. 10 & 11
20	Organizational Design (2); Ch. 10 & 11
21	Ethics; Ch. 6
22	End-of-term Review
23	**Presentation**
24	**Presentation**
25	**Presentation**