MGMT 1110 – Introduction to Management

School:	**School of Business and Management**
Subject Area:	**Management**
Course Credit:	**3**
Instructor:	**NG Ka Man**
Pre-requisite/co-requisite:	**Nil**

Notes:

- The syllabi provided here is for reference only and may be subject to changes and adjustments as determined by the course instructors.

MGMT 1110 & CORE 1371
Introduction to Management

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Venue:	Rm 1011, LSK Bldg
Course times:	9:30am – 12:50pm, Mon Wed Fri, June 19 – July 14 (L1)
	2:00pm – 5:20pm, Mon Wed Fri, June 19 – July 14 (L2)
Course webpage:	http://canvas.ust.hk
Office hour:	By appointment

Course Description:

This course provides students with a systematic approach to acquiring a solid foundation in the principles and current practices of management. The focus of the course is about the interaction between individuals (managers) and the organization. We will explore what managers do through discussion of organizational behavior (micro) and organizational theory and strategy (macro). The course integrates the key constructs and theories in organizational research and the typical phenomena in the field to help students build a comprehensive understanding of management.

Course Objectives:

This course is designed to:
- Inform students about the major concepts, theories and practices of management.
- Develop students' ability to apply management concepts and theories in real-life organizational settings through critical thinking.
- Encourage students to develop and exercise management skills in their own professional life.

Student Learning Outcomes:

Upon completion of this course, you are expected to be able to:
- Be critical and creative thinkers who make effective decisions supported by analytical techniques.
- Be effective collaborators in team work.
- Understand major concepts, practices, and theories of management.

- Apply concepts and theories in management to real-life management issues in organizations.

Course Format and Contents:

Class will include lecturing, videos, discussions and Q&As. There will be group presentations at the end of the semester. It will take our collective efforts to make this course interesting, challenging, informative, and fun!

Class Schedule:

	Date	Topic	Note
1	June 19	Introduction to *Strategic Management*	
2	June 21	External Analysis & Internal Analysis	
3	June 23	Strategy Formulation Tools	
4	June 26	Contemporary Strategic Topics	
5	June 28	Introduction to *Organizational Behaviour* & Personality	
6	June 30	Learning & Decision Making	
7	July 3	Motivation	
8	July 5	Human Resource Management	
9	July 7	How To Do Presentation & Project Presentation Consultation	
10	July 10	Leadership	
11	July 12	Culture & Diversity	
12	July 14	Project Presentation	Presentation Slides
13	TBC	Final Examination	

Reading:
- Strategic Management:
  https://open.oregonstate.education/strategicmanagement/chapter/1-what-is-strategic-management/
- Organizational Behaviour:
  https://oxfordre.com/psychology/display/10.1093/acrefore/9780190236557.001.0001/acrefore-9780190236557-e-23;jsessionid=79C61B7AFD6637D20916EEEBB9D71CA0
- Essentials *of Contemporary Management (7th Edition)*. Gareth R. Jones and Jennifer M. George. McGraw-Hill/Irwin.

Student Feedback:

We welcome your feedback on the teaching throughout the semester. You are encouraged to contact us any time you have questions, concerns, suggestions, or would like to ask for advice. You can make an appointment with us via email.

Email Policy:
We usually receive a huge amount of email before submission deadlines. Please allow the course instructor 48 hours to reply to your email. Last-minute questions that are sent less than 48 hours before exams or submission deadlines might not be responded as priorities will be given to students who send their emails earlier. Also, feel free to resend the email in case the email service crashed.

Grade Appeal:
If you disagree with the evaluation of your performance on any exam and assignment, you may submit a grade appeal. Your appeal will only be considered if you submit a written rebuttal to us within one week of receiving the grade. In the rebuttal, you should detail the reasons why you believe your grade should be revised. A grade review will be completed within one week, which may result in a grade increase, grade decrease, or no change.

Academic Integrity:
Students are expected to uphold the university's high standards of academic integrity. Engaging in academic misconduct such as cheating and plagiarism would result in dire consequences. For more information about the university's stance on academic misconduct, please refer to: http://ugadmin.ust.hk/ug-guide/integrity/dishonesty.html

Plagiarism is taken seriously in this course. This means that you should not be sharing someone else's work without crediting the original work. In addition to using in-text citations and reference lists, students should also paraphrase the original work as much as possible or use in-text quotes where appropriate. For more information and resources on academic writing, you may refer to the available materials provided by the university here: https://libguides.ust.hk/writing/guides

Note***Plagiarism found in any assignment or exam would result in an immediate F grade for the component.

Performance Evaluation:
This course employs the full grade range as set by the University Registrar (A+, A, A-, B+, B, B-, C+, C, C-, D, and F). Overall course grades will be determined from the following requirements:

Grading	%
Attendence	5%
Class Participation	5%
Weekly Assignments	10%
Presentation	25%
Final Examination	50%

Peer Evaluation	5%

Peer Evaluation:
You will anonymously evaluate each of your teammates at the end of the course, following the project presentations. You will be informed when the online peer evaluation system becomes available and you must complete your evaluations by a specified deadline. Failure to complete peer evaluations before the deadline will result in a penalty to your individual score.

Attendance:
Attending class is the basic requirement for all the students. Following the university academic instructions, missing courses due to family emergency or illness is excusable with solid evidence (e.g. proof from hospital). Please notify the instructors beforehand via email.

Weekly Assignments:
- Sometimes cases will be assigned along with case questions. Those are straightforward and will be posted on Canvas.
- Sometimes students will do weekly "reflections". Here, students will individually prepare a brief response/reflection on certain topics/cases. These exercises are intended to stimulate critical thought about the issues, key concepts, and theories mentioned in the class.
- These assignments must be submitted by **2:00 pm the day before our class** (1 page maximum, roughly; single-spaced). The score of assignments will be reduced by 10% for every hour after the scheduled time. For example, when you are 2 hours late in your submission, you will only get 80% of your score for the assignment.

Class Participation:
Much of your learning will occur in preparation for and participating in the class discussions. The development and exercise of speaking skills is given a high priority in this course. We will build in opportunities to engage in class discussion and exercises. Characteristics of effective class contribution include:
- Are the points made focused on relevant management issues and concerns?
- Do the comments take into consideration the ideas offered by others earlier in the class? Do they reflect good listening, interpretative, and integrative skills?
- Do the comments show evidence of a thorough reading and analysis of the case and any assigned readings?
- Do they apply and draw on key management frameworks and concepts?
- Do they reflect an ability to distinguish among facts, opinions, assumptions and inferences?
- Is there a willingness to test new ideas?

Group Presentation:

For your group project, you will analyze Undercover Boss. Groups and episodes will be randomly assigned by the instructors. During the final class session, each group will present their findings in a 10 to 12 minute presentation to the class. Following the presentation, there will be a 3-minute Q&A session where the group will address any questions raised by their classmates and instructors.

In the analysis, you should:
- Identify and describe important management issues (at least one *Organizational Behaviour* issue and one *Strategic Management* issue) in the episode.
- Analyze the underlying cause(s) of the issues.
- Propose and evaluate several alternative solutions designed to tackle the issues.
- Describe the recommended/best solutions.

While you can use the solutions proposed in the episodes as inspiration for your recommendations, you are expected to conduct your own analysis and support your ideas using concepts and theories taught in this course.

Group presentation will be evaluated by the instructors based on the evaluation rubric below. Three instructors will individually rate each group and triangulate three ratings. Note that evaluation will be based on the presentation, not the submitted slides. **Slides should be uploaded on Canvas by 23:59 14th July 2023.** Points will be deducted if a group fails to submit the slides on Canvas on time. Only one member from a group needs to upload the slides. Please note that your individual score on the group project will be adjusted when necessary, according to the end-of-semester peer evaluation, to reflect any significant uneven sharing of contribution.

Final Examination:

There will be a closed-book final examination. The final exam will cover all the ten topics. Further information will be provided in class as exam dates approach.

AI-tools Policy:
The use of generative AI tools (e.g. ChatGPT, Dall-e, etc.) is permitted in this course for the following activities with appropriate citation:
- Brainstorming and refining your ideas;
- Finding information on your project topic;
- Drafting an outline to organize your thoughts; and
- Checking grammar and style.

The use of generative AI tools is not permitted in this course for the following activities:
- Completing group work that your group has assigned to you, unless it is mutually agreed upon that you may utilize the tool.
- Writing a draft of a writing assignment.
- Writing entire sentences, paragraphs or papers to complete class assignments.

You are responsible for the information you submit based on an AI query (for instance, that it does not violate intellectual property laws, or contain misinformation or unethical content).

Your use of AI tools must be properly documented and cited in order to stay within university policies on academic honesty. Any assignment that is found to have used generative AI tools in unauthorized ways would result in dire consequences. When in doubt about permitted usage, please ask for clarification.

List of episodes:
An episode will be assigned to your group by the means of a lucky draw. Here are the 14 episodes of Undercover Boss Season 2:
https://www.youtube.com/watch?v=g1Kue378Fmg&list=PLoXdn9109XoWNrHoNHXmunUaDrPxSvGKL

Evaluation rubric for group presentation:

	Need more work	Good work	Excellent work
Identification and description of important management issues [20%]	Identifies trivial management issues that has not much impact on the organization; description of the issues is too brief	Important management issues are identified and are described adequately. Importance of the management issues is clearly articulated	Important management issues are identified and are described comprehensively. Importance of the management issues is clearly articulated
Analysis of underlying cause(s) [20%]	Focuses on superficial features of the management issues, demonstrates a limited understanding of the underlying cause(s)	Relevant aspects of the management issues are synthesized to reveal underlying cause(s)	Relevant aspects of the management issues are synthesized to reveal insightful underlying cause(s)
Generation and evaluation of alternative actions [40%]	Proposes one solution for tackling each management issue. The solution does not address the management issues and are not feasible	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	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
Description of recommendation [10%]	States the recommendation without presenting any implementation plan	Describes briefly how the recommendation can be implemented	Describes in detail how the recommendation can be implemented
Presentation skills [10%]	Presentation is ill-structured; it takes effort to follow. Communication aids do not support the presentation well	Presentation flows smoothly and is easy to follow. Communication aids support the presentation	Presentation flows smoothly and is easy to follow. Communication aids support the presentation and hold audiences' attention