

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 Introduction to Management
Tentative Syllabus for Summer 2025

Department of Management
The Hong Kong University of Science and Technology

[Last updated on March 18, 2025]

COURSE INSTRUCTOR AND TEACHING ASSISTANT

Course instructor: Prof. Carmen NG
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Office hours: By appointment
Teaching assistant: TBC

TIME AND VENUE OF CLASS MEETINGS

16 June 2025 – 11 July 2025, every Monday, Wednesday & Friday, 2:00pm – 5:20pm at LSK 1010.

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 the four fundamental functions of managers, namely planning, organizing, leading and controlling. Topics include: evolution of management theories, environmental influences on management, organizational culture, strategic management, organizational design, change management, organizational control and human resources management.

COURSE INTENDED LEARNING OUTCOMES

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

1. Explain what management is and what managers do.
2. Analyze global and task environmental influences on management.
3. Practice ethical management behaviors through an understanding of ethical dilemmas in management issues.
4. Develop basic management skills with respect to:
 - Analyzing strategic management issues (planning function).
 - Evaluating the impact of various organizational designs (organizing function).
 - Applying leadership concepts in managing organizational change (leading function).
 - Evaluating the effectiveness of organizational control systems (controlling function).

COURSE FORMAT AND MATERIALS

Class time will be divided among presentation-based activities (including PowerPoint presentations and videos) and active learning activities (including in-class exercises and discussions).

Recommended textbook: Robbins, S.P. & Coulter, M. (2024). Management (Global Edition: 16th Edition). Pearson.

Lecture notes and additional resources: Lecture notes will be available for download from Canvas at least 6 hours before each class. Additional materials will be distributed via Canvas in due course.

ASSESSMENT

Your course grade will be derived from your performance as follows:

Assessment components	Points	Percentage*
<i>Class participation</i>		
- <i>In-class exercises</i>	<i>10 points</i>	<i>9.52 %</i>
- <i>Class discussion</i>	<i>15 points</i>	<i>14.29 %</i>
<i>Examinations</i>		
- <i>Examination 1</i>	<i>25 points</i>	<i>23.81 %</i>
- <i>Examination 2</i>	<i>30 points</i>	<i>28.57 %</i>
<i>Team project</i>		
- <i>Presentation</i>	<i>20 points</i>	<i>19.05 %</i>
- <i>Peer evaluation</i>	<i>5 points</i>	<i>4.76 %</i>
Total	105 points	100 %

* The percentage weight for each assessment component is rounded to 2 decimal places.

(a) Class Participation: In-class exercises [10 points] + Class discussion [15 points]

Participation in class activities is important as it helps your own learning and contributes to the learning atmosphere. Your participation grade will be determined by:

- In-class exercises: You are expected to attend all classes to complete the in-class exercises, however, you are allowed to miss up to 3 in-class exercises (after add/drop deadline) without penalty.
- Class discussion: When invited, please make constructive comments during class discussion. Please see below for the assessment rubric for class discussion:

Needs improvement	Satisfactory	Exemplary
Rarely or occasionally participates in class discussion; shows limited respect to peers; contribution lacks relevance.	Participates regularly in class discussion; listens to peers and contributes relevant comments.	Actively participates in class discussion; listens to peers and contributes insightful comments to foster a positive learning environment.

(b) Examinations: Exam 1 [25 points] + Exam 2 [30 points]

There will be two closed-book examinations: Exam 1 will cover Topics 1–5, and Exam 2 will cover all topics in the course (i.e., Topics 1–10) with an emphasis placed on Topics 6–10. Each exam will consist of multiple-choice questions and short essay questions. A few practice questions will be provided before each exam, so that you can get a sense of the exam question format. Electronic devices are not allowed during the examinations.

Please kindly note the scheduled examination dates indicated in the syllabus. There will be no make-up examination except due to extraordinary circumstances beyond your control (e.g., medical emergencies). Appropriate supporting document (e.g., sick leave certificate issued by a registered medical practitioner) is required for the consideration for a make-up examination.

(c) Team Project: Presentation [20 points] + Peer Evaluation [5 points]

This team project offers you an opportunity to apply knowledge learned to real management issues presented in a reality television program – Undercover Boss. Each team will analyze two important management issues presented in an assigned episode of Undercover Boss. You need to (i) form a team, (ii) deliver a 14-minute PowerPoint presentation plus a 3-minute Q&A session to the class as a team, and (iii) complete a self- and peer-evaluation.

Timeline:

- Submit team member list (if any; on or before June 20, 6pm): Please form your own team of 6 members, and submit the member list via Canvas on or before June 20, 6pm. Your member list should include name and student ID# of each team member.
- Team contract + Determination of project topic (June 23): Please come to class and enjoy a team building activity (i.e., team contract) which is designed to help you become effective team members. We will also do a lucky draw to determine your project topic (i.e., the assigned episode of Undercover Boss).
- Project presentation (July 9): Towards the end of the semester, your team will deliver a 14-minute PowerPoint presentation plus a 3-minute Q&A session to the class. On the day of presentation, please submit your presentation slides (in pptx or pdf format) via Canvas by 10am. Late submission will be penalized.
- Peer evaluation (on or before July 12, 6pm): Please submit the self- and peer-evaluation on or before July 12, 6pm; late submission will not be accepted. [Note: If you are having issues within your team, it is important that you resolve these issues at an early stage rather than solely relying on this end-of-semester peer evaluation.]

Your presentation should include:

- Introduction: Briefly describe the company involved in the assigned episode of Undercover Boss. Provide an outline of your presentation.
- Analysis on management issue #1: Please describe management issue #1; you may illustrate the management issue with relevant video clippings. Then apply management theories to (i) articulate the importance of the management issue, (ii) analyze the causes of the management issue, and (iii) develop insightful recommendations.
- Analysis on management issue #2: Please describe management issue #2; you may illustrate the management issue with relevant video clippings. Then apply management theories to (i) articulate the importance of the management issue, (ii) analyze the causes of the management issue, and (iii) develop insightful recommendations.
- Conclusion: Provide a summary of your presentation.

Grading criteria:

Your project presentation will be evaluated based upon the following criteria (with weights in parentheses):

Criterion	Needs improvement	Satisfactory	Exemplary
Identification of management issues presented in the episode (20%)	Identifies trivial management issues that have 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 adequately articulated.	Important management issues are identified and are described comprehensively. Importance of the management issues is articulated with clarity and depth.
Analysis of underlying causes (20%)	Focuses on superficial features of the management issues, leading to a limited understanding of the underlying causes.	Underlying causes of the management issues are identified.	Relevant aspects of the management issues are synthesized to reveal insightful underlying causes.
Recommendations (20%)	Recommendations are vague or not feasible.	Recommendations are presented clearly and are reasonable and feasible.	Recommendations are presented in detail and are logical, practical, and innovative.

Application of management theories (20%)	Management theories are applied minimally in the analysis.	Management theories are applied appropriately in the analysis.	Arguments in the analysis are well-supported by a robust application of management theories.
Communication (20%)	Presentation lacks clear organization. Visuals do not support the content. References are not cited properly.	Presentation is organized. Visuals enhances the key messages. References are properly cited.	Presentation is well-organized and engaging. Visuals reinforces the key points and helps to engage the audience. References are properly cited.

POLICY ON THE USE OF GENERATIVE ARTIFICIAL INTELLIGENCE IN ASSESSMENT

In this course, you are allowed to use generative artificial intelligence (GenAI) tools only for the team project assessment task. In the team project, you may use GenAI for idea generation, copyediting, etc. However, you must verify the information provided by GenAI and provide proper citations / references.

ADOPTION OF CRITERION-REFERENCED ASSESSMENT (CRA)

This course will be assessed using criterion-referencing where student performance is evaluated against the achievement of learning outcomes. Further information on “Grade Descriptors for the Assessment of Key Learning Outcomes” can be found on the following University webpage:

<https://registry.hkust.edu.hk/resource-library/grade-descriptors-assessment-key-learning-outcomes>

THE HKUST ACADEMIC HONOR CODE

Honesty and integrity are central to the academic work of HKUST. Students of the University must observe and uphold the highest standards of academic integrity and honesty in all the work they do throughout their program of study. As members of the University community, students have the responsibility to help maintain the academic reputation of HKUST in its academic endeavors. Sanctions will be imposed on students, if they are found to have violated the regulations governing academic integrity and honesty.

COURSE SCHEDULE

Date	Topic
June 16	Topic 1: Foundations and history of management
June 18	Topic 2: Managing the external environment
June 20	Topic 3: Organizational culture
June 23	Topic 4: Managerial decision making
June 25	Topic 5: Planning and strategy
June 27	Topic 6: Organizational structure
June 30	Exam 1 (Coverage: Topics 1-5) Topic 7: Motivation and leadership
July 2	Topic 8: Controlling and change management
July 4	Topic 9: Human resources management
July 7	Topic 10: Ethics and social responsibility
July 9	Team project: Project presentations
July 11	Exam 2 (Coverage: Topics 1-10, with an emphasis placed on Topics 6-10)

CAVEAT: The instructor reserves the right to change anything in the syllabus in the event of extenuating circumstances.