

# **Fundamentals of Management**

Course Syllabus

# Fundamentals of Management

## Fundamentals of Management (3 Credits)

**Lecturers:** Dr. ZHANG Zhongyuan  
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**Office Hours:** Friday, 1330-1700, 805-01 central administrative building

## Course Materials:

### Textbook

- Robbins, S. And Coulter M. (2009) *Management (10th ed.)*. Pearson.

### Recommended readings

- Wren, D. (1994) *The Evolution of Management Thought*. New York: Wiley.
- Morgan, G. (2006) *Images of Organization*. Thousand Oaks: Sage
- Legge, C. (2005) *Human Resource Management*. Houndmills: Palgrave
- Burns, B. (2000) *Managing Change*. Pearson.
- Edwards, R. (1979) *Contested Terrain*. Basic books.

## Course Description and Objectives:

In this course, management is defined as managing an organisation towards achieving a collective goal. For this reason, the course aims to introducing some basic ideas of how organisations might be managed, and how these ideas have evolved through the years.

The course introduces the four activities of managing an organisation, and proceed to illustrate each activity in details. Rather than presenting students with a definit answer as to what best practices are concerning each activity, the course situate management practices within debates of ideas and thus invite students to evaluate critically on issues such as what organisations are, how might it be managed, and how management practices are embedded in basic assumptions.

To achieve this purpose the course structures around lectures and group presentations. In each lecture the lecturer aims to present students with a story of what mains ideas concerning a specific managerial topic are, and how these ideas are related and were evolved. Students then present in groups of four (or five) on how the reality of organisational management might be understood in light of these ideas. During presentations student groups are required to choose just one organisation to study. They could read into a real organisation and its management, or make an analysis on a fictitious organisation documented in films or literary works. In addition, during the course students will watch a film (this year it is *The Pirates of the Silicon Valley*). Each is required to analyse the film using a particular theoretical perspective in a 500-word English essay.

The working language of the course is English, and an unstated but implied objective of the course is to help students develop their foreign language skills. Essentially, this would include an ability to read English literature and to reason in English. Therefore, students need to have acquired sufficient fluency in both English listening comprehension and oral expression. Thus said, however, developing language skills is not the primary objective of this course.

Apart from the main text, the course recommends to students some additional readings. These are well-versed texts by renowned researchers. Students would be able to benefit from these books if they are interested in pursuing organisations and its management beyond the scope of this course.

## **Course Outline**

### Session 1: Introduction.

Course objective. Introducing participants. Course layout. Course requirement. Grouping.

### Session 2: Management History

The coming of modern organisations. Classic management thinking (Weber, Taylor, Fayol, Mayo). OB and human relations. The general system theory and contingent theories. Operation research. Viewing organisations in ways other than machines and human bodies.

Required reading: Chapter two of the textbook

### Session 3: Organisational culture

Describing culture (artefacts, values and assumptions). Why are strong cultures desirable? How might culture be studied? Is 'shared assumption' itself an assumption?

Required reading: Chapter three of the textbook

### Session 4: Business ethics

What has moral worth? What business actions are considered ethical? Why are they ethical? Utilitarian, libertarian, Rawlsian, Kantian, Aristotlian answers and their implications in defining ethical business activities.

Required reading: Chapter five of the textbook.

### Session 5: Decision-making

Rational decision-making process. Humans as irrational decision-makers. The dual-system theory. Bounded rationality and adjusted aspirational level. Using dual-system theory and bounded rationality to question the rational decision-making process.

Required reading: Chapter six of the textbook.

#### Session 6: Strategic management

Making master plans. Assessing and matching the environment. Providing, communicating and internalising values. Staying away from fierce competition (industrial positioning and the resource-based view)

Required reading: Chapter eight of the textbook

#### Session 7: Human resource management

Human resource. Human resource management. Why such excitement about HRM? Personnel management. What HRM does. What HRM says it does. The allure of managerial rhetorics.

Required reading: Chapter ten of the textbook

#### Session 8: Teams

Team and team work. From groups to teams. What happens in groups (arousal, comparison, diffusion of responsibility, competition, cohesion and etc.) How might these enlighten us in team construction respectively?

Required reading: Chapter eleven of the textbook

#### Session 9: Change and innovation

Lewin's three-stage model. Organisational change viewed through the stage model. Emergent changes. Organisational change viewed through the emergent theory.

Required reading: Chapter twelve of the textbook

#### Session 10: Individual behaviours

Attitude. How well attitude predicts behaviours. How behaviours change attitudes. Personality. How to capture personality. How personality is formed. Perception. Attribution. Perceptive heuristics.

Required reading: Chapter thirteen of the textbook.

#### Session 11: Communication

The communication process. Formal communication in organisations. How to promote formal communication. Informal communication. Org. space and informal communication.

Required reading: Chapter fourteen of the textbook

Session 12: Motivation

What is motivation. Content theories (Maslow, Herzberg, McClelland). Process theories (expectancy, goal-setting, equity. Self-perception and motivation). Social construction of motivation (X and Y, self-fulfilled prophecies)

Required reading: Chapter fifteen of the textbook

Session 13: film session

Session 14: Leadership

Leadership trait. Leadership styles. Matching leadership styles to situations. Transformational and transactional leadership. Charismatic leadership. Women leadership.

Required reading: Chapter sixteen of the textbook

Session 15: operation management

Values. Value chain. Value chain management. The cases of Lifeng and Alibaba.

Required reading: Chapter eighteen of the textbook

Revision session

The final exam consists of 60 multiple choices, five short questions and an open question. The revision session will provide students with 30 short questions. This would be the basis for the short-question part of the exam. The open question cannot be prepared. The revision session also outlines the main knowledge structure of the past 12 lectures to help students prepare for the multiple choice part of the exam.

Attached: the course plan of 2015 spring-summer

Date	Session	Lecture	Presentation	Atten.	Note
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10 March	Course introduction	Yes	No	No	
17 March	History of mgt. thought	Yes	No	No	Read chapter 2
24 March	Organisational culture	Yes	Group 1	Yes	Read chapter 3
31 March	Ethics	Yes	Group 2	Yes	Read chapter 5
7 April	Decision-making	Yes	Group 3	Yes	Read chapter 6
14 April	Strategic mgt.	Yes	Group 4	Yes	Read chapter 8
21 April	Human resource mgt.	Yes	Group 5	Yes	Read chapter 10
28 April	Groups and teams	Yes	Group 6	Yes	Read chapter 11
Spring exam week (we take a break)					
12 May	Change and innovation	Yes	Group 1	Yes	Read chapter 12
19 May	Individual behaviour	Yes	Group 2	Yes	Read chapter 13
26 May	Communication	Yes	Group 3	Yes	Read chapter 14
2 June	Motivation	Yes	Group 4	Yes	Read chapter 15
9 June	Film session	No	No	No	Indiv. assignment
16 June	Leading and leadership	Yes	Group 5	Yes	Read chapter 16
23 June	Operations mgt.	Yes	Group 6	Yes	Read chapter 18
30 June	Revision	No	No	No	Review due
Summer exam week (we take an exam)					

### **Student Evaluation**

- Attendance: 13%
- Presentation: 20%
- Class participation: 4%
- Film review: 5%
- Final exam: 60%