

Course Outline

HR201 Modern Management and Entrepreneurship

Semester: 2/2020 (January 20 - May 19, 2021)

Number of credits: 3 credits

Instructor: **Dr. Hugh Patrick O’Connell**
E-mail: hugh@planit.co.th
Office hours: by appointment

Class Schedule: Monday, 09.00 – 12.00 hrs.

Class Room: Online

Prerequisites: None

Course Description:

The course provides a review of management and entrepreneurship as an area of theoretical development as well as a field of practice. It comprises classical management theories and modern approaches to organisation and business practices. Main blocks of the course are functions of management, managerial processes and interaction between organisations and their environment. The course includes elements of organisational behaviour.

Course Objectives:

The main objective of the course is to present modern concepts of management to the students and to help them in developing skills in analysis of business organisations both in terms of their internal functioning and interaction with the environment. Students must understand the role of business in modern society. By the end of the course, students should be able to identify the principals of managing formal organizations, recognize the various challenges involved in management and give examples of organizational management functions of planning, organizing, leading and controlling.

The Course Aims to Ensure Students:

1. have a knowledge of management disciplines and an understanding of the relationship of other disciplines and perspectives and their impact on the management domain
2. have developed an understanding of political, environmental, global, ethical and moral issues and challenges
3. are capable of solving complex problems using critical, analytical and reflective thinking
4. have high levels of practical management skills while maintaining a critical appreciation of the limitations of these skills
5. are able to develop creative solutions to current and emerging issues
6. have developed an understanding of cultural and social diversity
7. are independent, and lifelong, learners
8. are able to communicate effectively.

In particular, students will develop the following skills and values:

- apply relevant theory to business practice
- identify relevant environmental factors (i.e. political, economic, social, technological etc.) effecting business
- analyse ethical and moral issues in business
- analyse and evaluate how environmental factors impact on business
- source and obtain relevant information
- evaluate and synthesise information
- critically analyse and reflect upon issues
- identify cause and effect of problems in business
- achieve creative solutions to business problems
- leadership skills
- skills in financial analysis
- information technology skills
- marketing skills
- conflict management skills
- evaluate alternative business solutions
- recommend solutions supported by rationale
- identify resource implications and restraints
- demonstrate creative thinking
- analyse the impact of culture in business situations
- recommend appropriate business responses to cultural and social diversity
- research skills
- academic integrity
- identify personal development needs
- report writing
- write business, marketing or project plans
- case study analysis
- academic writing
- oral presentation skills
- interpersonal/ teamwork skills.

Policy on attendance and class participation:

Attendance, attitude, and preparation are important. Positive contributions to the class can provide rich reciprocal learning experiences. The right attitude means: a desire and willingness to study and learn, preparation as directed, and putting forth effort even when it may be inconvenient or difficult. It also means: being ready to answer questions when called upon, volunteering answer to questions or asking questions and actively listening to the instructor and other class members.

Textbook:

Daft R, 2018, Management, Cengage, 13th Edition OR equivalent

There is a locally produced Thai version of the textbook available in English – see:
<https://www.se-ed.com/product/Management.aspx?no=9786167662206>

Recommended reference materials:**Books:**

- D Carnegie (1990) How to Win Friends and Influence People Vermilion
- P Drucker (2000) Management Challenges for the 21 st Century HarperCollins
- P Drucker (1996) The Practice of Management Heinemann
- P Griseri (2002) Management Knowledge Palgrave
- C Handy (1996) Understanding Organisations Penguin
- R Heller (1998) In Search of European Excellence Harper
- G Hofstede (1980) Cultures Consequences Sage
- P Kotler (2000) Marketing Management Prentice Hall
- RM Kanter (1990) The Change Masters Warner
- V Packard (1957) The Hidden Persuaders Penguin
- R Pascale & A Athos (1990) The Art of Japanese Management Warner
- T Peters & R Waterman (1982) In Search of Excellence Harper and Row
- R Pettinger (2001) Mastering Management Skills Palgrave
- M Porter (1980) Competitive Strategy Free Press
- M Porter (1985) Competitive Advantage Free Press
- P Senge (1992) The Fifth Discipline Century

Journals and papers:

- Academy of Management Review
- Far Eastern Economic Review
- Fortune
- Harvard Business Review
- Journal of General Management
- Journal of Management Studies
- Management Today
- Personnel Management
- Personnel Today

Websites:

The Emerald Now site provides material on management trends and also reviews of management books and articles:

- [http://fiordiliji.emeraldinsight.com/vl=6880821/cl=52/nw=1/rpsv/now/McGallen & Bolden Group, e-learning, total quality, and high-tech marketing:](http://fiordiliji.emeraldinsight.com/vl=6880821/cl=52/nw=1/rpsv/now/McGallen%20&%20Bolden%20Group,%20e-learning,%20total%20quality,%20and%20high-tech%20marketing)
<http://www.mcgallen.com/>
- Asian Business Strategy and Street Intelligence, Asian business strategy news, marketing in Asia, street intelligence, consumer, political, economic and business trends direct from Asia: <http://www.apmforum.com/>
- Business Ethics, corporate social responsibility report: <http://www.business-ethics.com/100best.htm>

Week	Date	Topic	Chapter
		Part One: INTRODUCTION TO MANAGEMENT	
1	25 January	Innovative Management for a Changing World	1
2	1 February	The Evolution of Management Thinking	2
		Part Two: THE ENVIRONMENT OF MANAGEMENT	
3	8 February	The Environment and Corporate Culture	3
4	15 February	Managing Start-Ups and New Ventures - Entrepreneurship	6
		Part Three: PLANNING	
5	22 February	Managerial Planning and Goal Setting	7
6	1 March	Strategy Formulation and Execution	8
7	8 March	Managerial Decision Making	9
10		<i>Mid Term Examination Week – NO MIDTERM</i>	
		Part Four: ORGANIZING	
9	22 March	Designing Adaptive Organizations	10
10	29 March	Managing Change and Innovation	11
		Part Five: Leading	
11	5 April	Understanding Individual Behavior	14
12	19 April	Leadership	15
13	26 April	Motivating Employees	16
14		Managing Communication	17
	3 May	Part Six: Controlling	
15	10 May	Managing Quality and Performance	19
16	17 May	Managing Ethics and Social Responsibility	5
	TBA	<i>Final Exam</i>	

Grading:

Assignment 1 - Individual	25%
Assignment 2 - Group	25%
Final Examination	<u>50%</u>
	<u>100%</u>

Note that marks will be deducted for non-participation or failure to follow instructions

The Format of the final examination is “essay.” Students will be required to answer 10 questions. The time for the examination will be 3 hours.

Assignment 1 – Individual Work: Interpreting your management style

Due: 28 September 2020

Length: 1,000 Words +/-10%

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Rationale:

An essential element of management is self-improvement; leading to what Quinn et al. (2011) define as Mastery. To achieve this requires recognizing your own managerial strengths and weaknesses. Assessment 1 highlights your current managerial type/style, providing a benchmark as you move towards management 'mastery'.

Your task:

Complete the following:

1. <https://www.eclecticenergies.com/enneagram/test>
2. MBTI Questionnaire - provided in class
3. Theory X / Theory Y – provided in class

and work through instructions a-c.

- a. complete the questionnaires - print out the results
- b. ask someone close to you to also complete both the questionnaires about you - print out the results
- c. reflect on the results: do you agree or disagree? Does the other person agree or disagree?

Interpret your findings, identifying strengths and weaknesses as a manager. Look for areas of prominence. Make use of the supporting literature. For example, what does this mean for you as a manager? Your career? Are there obvious areas of strength and opposing weakness? What are these areas? Why might this be so?

Compile these findings into an interpretative report on your management style, explaining elements you see in your results. Be sure to include context in this interpretation. That means you should anchor the interpretation in discussions of your actual work and potential role as a manager or reference to other managers you might know. This will help explain 'what' and 'why' the report reflects what it does about you as a manager.

Marking criteria:

- Completion of the questionnaires (5 marks)
- Identification of practical evidence found from the questionnaires and discussion with examples from your life. Do you agree or disagree with the findings? (5 marks)
- Relate your findings to supporting material such as the textbook. (5 marks)
- Conclusion - what have you learned about yourself, your career, and how can you improve as a manager? (5 marks)
- professionalism and creativity in presentation, structure and use of appropriate referencing (5 marks)

Assignment 2 – Group Work: Analysis of an Organisation

Due: TBA – final exam date

Length: 3,000 Words +/-10%

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Assignment task:

Your assignment task requires your group to prepare an evaluative report of the management issues in an organisation of your choice. In particular, investigate the environmental, ethical and social responsibility issues that the organisation faces.

Your report should take into account the relevant management issues and concepts in the following areas - critically evaluate the following three key areas:

Part A: The internal and external environment

Part B: Managerial ethics

Part C: Corporate social responsibility

This exercise should also be of great assistance in helping you develop an appropriate professional structure and format for your assignment whilst ensuring acceptable academic rigour is maintained.

Marking criteria:

Each part of Assignment 2 will be marked against the following criteria:

- ability to identify and critically discuss management issues, with reference to the case in question and then more broadly making explicit linkages to unit concepts (13 marks)
- depth of understanding/knowledge of unit concepts; evidence of some wider reading/research to confirm understanding as related to other contexts (7 marks)
- professionalism and creativity in writing, structure and use of appropriate referencing (5 marks)

Note: Please try to work within the word limit or marks will be forfeited.

Remarks:



ACADEMIC CALENDAR SEMESTER 2/2020

Semester 2/2020 (January 20 - May 19, 2021)	
Classes Begin	January 20, 2021
Add-drop period	January 25 - 29, 2021
Tuition payment period	January 30 - February 2, 2021
<i>Makha Bucha Day*</i>	<i>February 26, 2021</i>
Mid-term Examination Period	March 10 - 16, 2021
Withdrawal period with "W" on record	March 24 - May 6, 2021
<i>Chakri Memorial Day*</i>	<i>April 6, 2021</i>
<i>Songkran Day Festival*</i>	<i>April 12 - 18, 2021</i>
<i>Substitution for Visakha Bucha Day*</i>	<i>April 26, 2021</i>
<i>Coronation Day*</i>	<i>May 4, 2021</i>
<i>Royal Ploughing Ceremony Day*</i>	<i>May 11, 2021</i>
Last day of class for Semester 2/2019	May 19, 2021
Final exam period	May 20 - June 5, 2021
<i>Visakha Bucha Day*</i>	<i>May 26, 2021</i>
<i>Queen Suthida's Birthday*</i>	<i>June 3, 2021</i>

** Public Holiday, No Classes during this period*