



B.E. International Program

Faculty of Economics, Thammasat University



Course Outline

HO201/HR201 Principles of Management

Semester 1/2013 (August 13 – November 30, 2013)

Number of credits:	3 credits
Lecture Time:	Mondays, 1.30 – 4.30 PM
Lecture Venue:	206, 2 nd floor, Faculty of Economics Thammasat University, Tha Prachan campus
Instructor:	Dr. Hugh Patrick O'Connell Email : hugh@planit.co.th Office Hours : by appointment.

Prerequisite: *none*

Course Description

(Curriculum 2009)

This course presents a thorough and systematic coverage of management functions, namely planning, organizing, leading and controlling. It focuses on characteristics of organizations and management, evolution and scope of management concepts, ranging from classic to contemporary periods. Special attention is given to an interrelationship between management functions and the extent to which an external environment makes a critical impact to an organization. It also examines the basic roles, skills, functions of management necessary for accomplishing the objectives on grounds of human-related effects to organizations and ethical implications of managerial decisions.

(Curriculum 2013)

Management concepts, evolution of management, roles and skills of managers, planning, organizing, leading, controlling, managerial decision making and ethics.

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.) affecting 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.

Dated latest Curriculum Revision

December 24, 2012

Purposes of Curriculum Revision

The curriculum is revised regularly to ensure the relevance of the courses to the business world. The contents are updated so that it is of the benefits of the students in their future studies or future careers.

Hour Employed per Semester

Lecture	Supplemental Classes	Laboratory/ Field Work/ Internship	Self-Study
45 hours	0 hours	0 hours	90 hours

Main texts

Daft R, 2010 “A New Era of Management” South Western, 10th Edition

Recommended Texts & Materials

Books:

- Bartol, K.M., Martin, D.C., Tein, M. & Matthews, G. 2001, Management: A Pacific Rim Focus, 3rd edn, Irwin/McGraw-Hill, Sydney.
- Calingo, L.M.R. 1997, Strategic Management in the Asian Context: A Casebook in Business Policy and Strategy, Jacaranda Wiley, Brisbane.
- Carlopio, J., Andrewartha, G., Armstrong, H. (adapted from the text by Whetten, D. & Cameron, K.) 2001, Developing Management Skills in Australia, 2nd edn, Prentice Hall, Sydney.
- Clegg, C., Legge, K. & Walsh, S. 1999, The Experience of Managing: A Skills Guide, Macmillan, London.
- Collins, R. & McLaughlin, Y. (eds) 1996, Effective Management, 2nd edn, C C H International, Sydney.
- Davidson, P. & Griffin, R. 2003, Management: An Australian Perspective, John Wiley & Sons, Brisbane.
- Du Brin, A.J. 2000, Essentials of Management, 5th edn, South-Western, London.

- Fulop, L. & Linstead, S. 1999, Management, a Critical Text, Macmillan, South Melbourne.
- McKenna, R. 1999, New Management, McGraw-Hill, Sydney.
- Quinn, RE, Faerman, SR, Thompson, MP, McGrath, MR & St Clair, LS 2011, Becoming A Master Manager: A Competing Values Approach, 5th edn, John Wiley & Sons Inc., New York.

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>

Learning Outcomes

The five learning outcomes are stated below:

<p>1. Morality and Ethics</p>	<p>Expected outcomes on morality and ethics:</p> <table border="1" data-bbox="544 338 1378 752"> <tr> <td data-bbox="544 338 639 416">○</td> <td data-bbox="639 338 1378 416">1.1 Possess honesty, sacrifice, self-, social-, and environmental responsibility.</td> </tr> <tr> <td data-bbox="544 416 639 528">○</td> <td data-bbox="639 416 1378 528">1.2 Value “sufficiency” theory and adapt it in life path by adhering to adequacy, rationale, and immunity development.</td> </tr> <tr> <td data-bbox="544 528 639 640">○</td> <td data-bbox="639 528 1378 640">1.3 Value disciplines, respect, and comply with the rules and regulations of the institution and society at large.</td> </tr> <tr> <td data-bbox="544 640 639 752">●</td> <td data-bbox="639 640 1378 752">1.4 Acquire knowledge related to business morality and ethics, and be able to handle ethical dilemma with integrity.</td> </tr> </table> <p>Teaching methods : Morality and ethical considerations are integrated into each topic presented. The final class is dedicated to ethics and corporate social responsibility. Case studies, examples and discussion are used throughout the course to encourage students to consider ethics and morality within the context of the topic under discussion. Students are expected to be able to understand ethical dilemmas and make decisions under such circumstances and make decisions with honesty, respect and ultimately integrity.</p> <p>Evaluation methods : students are evaluated utilizing a number of methods, including assignments and examination. Specifically the second assignment focusses on understanding a business within its environment and students are required to discuss and evaluate ethics and corporate social responsibility (CSR) within the context. A question on ethics / CSR is included within the final examination.</p>	○	1.1 Possess honesty, sacrifice, self-, social-, and environmental responsibility.	○	1.2 Value “sufficiency” theory and adapt it in life path by adhering to adequacy, rationale, and immunity development.	○	1.3 Value disciplines, respect, and comply with the rules and regulations of the institution and society at large.	●	1.4 Acquire knowledge related to business morality and ethics, and be able to handle ethical dilemma with integrity.
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<p>2. Knowledge</p>	<p>Expected outcomes on knowledge:</p> <table border="1" data-bbox="544 1525 1378 2045"> <tr> <td data-bbox="544 1525 639 1603">○</td> <td data-bbox="639 1525 1378 1603">2.1 Acquire knowledge on and understand the important concepts in business management.</td> </tr> <tr> <td data-bbox="544 1603 639 1715">○</td> <td data-bbox="639 1603 1378 1715">2.2 Acquire knowledge on and understand the important social and science concepts related to business management.</td> </tr> <tr> <td data-bbox="544 1715 639 1895">●</td> <td data-bbox="639 1715 1378 1895">2.3 Acquire knowledge on and understand the important concepts related to business processes, planning, corporate structures, operations, control, performance evaluation and contingency plan to suit the circumstances.</td> </tr> <tr> <td data-bbox="544 1895 639 2045">○</td> <td data-bbox="639 1895 1378 2045">2.4 Acquire the knowledge on academic advancement and professional development in business management including the understanding of the situational adaptability and its impacts on business.</td> </tr> </table>	○	2.1 Acquire knowledge on and understand the important concepts in business management.	○	2.2 Acquire knowledge on and understand the important social and science concepts related to business management.	●	2.3 Acquire knowledge on and understand the important concepts related to business processes, planning, corporate structures, operations, control, performance evaluation and contingency plan to suit the circumstances.	○	2.4 Acquire the knowledge on academic advancement and professional development in business management including the understanding of the situational adaptability and its impacts on business.
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	<p>Teaching methods : The principles of management are presented within the framework of the functions of management, planning, organizing, leading and controlling. The initial classes are used to introduce the concepts of management and the history of management thinking. The starting point of good management is planning so most emphasis is placed within this area; followed by organizing, leading and controlling. The final class is dedicated to ethics and corporate social responsibility. This ensures that students are conversant with business processes, planning, corporate structures, operations, control, performance evaluation and contingency planning. Teaching methodology utilizes lecturing, class discussion, activities (both individual and group), and exercises.</p> <p>Evaluation methods : Student understanding of the areas highlighted above is assessed both informally and formally. Informally students provide feedback during class discussion and exercises. Formally students are assessed using an individual assignment, a group assignment and an examination.</p>						
<p>3. Intellectual Development</p>	<p>Expected outcomes on intellectual development:</p> <table border="1" data-bbox="544 1070 1377 1478"> <tr> <td data-bbox="544 1070 636 1182">●</td> <td data-bbox="636 1070 1377 1182">3.1 Be able to search and process information and utilize various concepts appropriately in a given circumstance.</td> </tr> <tr> <td data-bbox="544 1182 636 1294">○</td> <td data-bbox="636 1182 1377 1294">3.2 Be able to think systematically and rationally and to integrate knowledge from other disciplines to solve the problems in business and other settings.</td> </tr> <tr> <td data-bbox="544 1294 636 1478">○</td> <td data-bbox="636 1294 1377 1478">3.3 Be able to collectively propose solutions to problems at hand and analyze the impacts of the proposed solutions and be able to choose the solution that is appropriate to a given situation to ensure business competitive advantages.</td> </tr> </table> <p>Teaching methods:</p> <p>Students are encouraged to read around the subjects presented and to process and assimilate additional information in the class. Students are expected to develop their intellectual ability by searching for information on specific problems and process the information so that it can be applied to the topic under discussion.</p> <p>Evaluation methods:</p> <p>Evaluation of intellectual development is undertaken using both case studies and examination. The case studies require that students search for additional information over and above that presented in class or written within the text book. Secondly the examination requires students to apply information and learning in context. For</p>	●	3.1 Be able to search and process information and utilize various concepts appropriately in a given circumstance.	○	3.2 Be able to think systematically and rationally and to integrate knowledge from other disciplines to solve the problems in business and other settings.	○	3.3 Be able to collectively propose solutions to problems at hand and analyze the impacts of the proposed solutions and be able to choose the solution that is appropriate to a given situation to ensure business competitive advantages.
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	<p>example, a student might be asked to define management and then explain who management in Thailand might be different from the definition presented within a US textbook.</p>								
<p>4. Interpersonal Skills and Responsibilities</p>	<p>Expected outcomes on Interpersonal Skills and Responsibilities:</p> <table border="1" data-bbox="544 360 1378 624"> <tr> <td data-bbox="544 360 638 472">●</td> <td data-bbox="638 360 1378 472">4.1 Be able to work in team, possess interpersonal skills and leadership skills, and be professionally adaptive to a given situation.</td> </tr> <tr> <td data-bbox="544 472 638 546">○</td> <td data-bbox="638 472 1378 546">4.2 Be creative and constructively criticize to solve problem of the team.</td> </tr> <tr> <td data-bbox="544 546 638 624">○</td> <td data-bbox="638 546 1378 624">4.3 Be responsible for self-learning and professional development.</td> </tr> </table> <p>Teaching methods :</p> <p>Students are required to complete group work and exercises throughout the course. This encourages teamwork, interpersonal skills and leadership. Since many of the exercises are given within the class students have to adapt to the situation presented. They are also required to present their findings to the rest of the class and answer any questions that arise.</p> <p>Evaluation methods :</p> <p>Evaluation of interpersonal skills and responsibilities is carried out informally throughout the and feedback provided to individuals as and when necessary.</p>	●	4.1 Be able to work in team, possess interpersonal skills and leadership skills, and be professionally adaptive to a given situation.	○	4.2 Be creative and constructively criticize to solve problem of the team.	○	4.3 Be responsible for self-learning and professional development.		
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<p>5. Quantitative Analysis, Communication and Information Technology</p>	<p>Expected outcomes on Quantitative Analysis, Communication and Information Technology:</p> <table border="1" data-bbox="544 1223 1378 1709"> <tr> <td data-bbox="544 1223 638 1335">○</td> <td data-bbox="638 1223 1378 1335">5.1 Be able to apply mathematics, statistics, quantitative analysis in analyzing and making decisions in business and daily life.</td> </tr> <tr> <td data-bbox="544 1335 638 1447">●</td> <td data-bbox="638 1335 1378 1447">5.2 Be able to efficiently communicate in Thai and foreign languages that are relevant in doing business.</td> </tr> <tr> <td data-bbox="544 1447 638 1630">○</td> <td data-bbox="638 1447 1378 1630">5.3 Be able to explain the issues and make the issues clear in verbal or writing, and be able to choose the appropriate pattern of communication for different groups of audience both in business context and in other contexts.</td> </tr> <tr> <td data-bbox="544 1630 638 1709">○</td> <td data-bbox="638 1630 1378 1709">5.4 Be able to utilize the information technologies or others to support the business operations.</td> </tr> </table> <p>Teaching methods: Quantitative skills are given limited attention during this course but a great deal of emphasis is placed on business communication. A lecture is dedicated to communication skills and students are expected to understand the theory of good communication, communication channels, and barriers to communication. Overall students are encouraged to use their skills in both Thai and English to be able to communicate effectively and efficiently.</p>	○	5.1 Be able to apply mathematics, statistics, quantitative analysis in analyzing and making decisions in business and daily life.	●	5.2 Be able to efficiently communicate in Thai and foreign languages that are relevant in doing business.	○	5.3 Be able to explain the issues and make the issues clear in verbal or writing, and be able to choose the appropriate pattern of communication for different groups of audience both in business context and in other contexts.	○	5.4 Be able to utilize the information technologies or others to support the business operations.
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	Evaluation methods: Informal evaluation of communication skills are carried out throughout the course and through the use of case studies. Understanding of communication theory is tested by examination.
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Evaluation Plan

The evaluation plan for this course is stated as follows:

Expected Outcomes	Methods/Activities	Session(s) Evaluated	Weights Assigned
2.3, 3.1, 5.2	Completion of Assignment 1	Week 8	25%
1.4, 2.3, 3.1, 4.1, 5.2	Completion of Assignment 2	Week 16	25%
1.4, 2.3, 3.1, 5.2	Final Examination	Post Course	50%

Course Schedule

The course schedule for this course is stated as follows:

Session/Date & Time	Topics	Activities/ Text & Materials/ Media
#1: 19 August	Managing in Turbulent Times	Chapter 1
#2: 26 August	The Evolution of Management Thinking	Chapter 2
#3: 2 September	Corporate Culture and the Environment	Chapter 3
#4: 9 September	Managing in a Global Environment	Chapter 4
#5: (Makeup Class)	Planning and Goal Setting	Chapter 7
#6: 16 September	Strategy Formulation and Implementation	Chapter 8
#7: 23 September	Decision Making	Chapter 9
	Midterm Period Sep.30- Oct. 5	
#8: 7 October	Designing Adaptive Organizations	Chapter 10
#9: 14 October	Change and Innovation	Chapter 11
#10: 21 October	Dynamics of Behavior in Organizations	Chapter 14
#11: 28 October	Leadership	Chapter 15
#12: 4 November	Motivation	Chapter 16
#13: 11 November	Communication	Chapter 17
#14: 18 November	Quality and Performance	Chapter 18
#15: 25 November	Managing Ethics and Social Responsibility	Chapter 5
12 December ; 1.30 – 4.30 PM	Final Exam	

Details on Assignments

The details for the assignment are stated as follows:

Assignment 1 – Individual Work: Interpreting your management style

Due: Week 8

Length: 1,000 Words

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:

Identify and describe your management style in an interpretative report, using the CVF conceptual frameworks – see below. The steps involved let you situate yourself within the parameters of management mastery and draw out aspects of your style which are evident from the following exercise.

Instructions

Complete both the Competing Values Management Practice Survey and the Competing Values Framework survey. To do this you will need to assume you are a manager – in this case you might think of a time when you have managed others or been part of a team.

Access the following URL:

<http://www.wiley.com/college/quinn/047136178X/survey/course.htm>

and work through instructions a–d.

- a. complete the surveys
- b. then press ‘show result’ – where your scores are plotted on a wheel
- c. reflection: Look at the shape of your ‘spiderwebs’
- d. save copies for review, discussion and presentation with your interpretative report.

Interpret your findings, identifying strengths and weaknesses as a manager. Look for areas of prominence. Make reference to the wider literature For example, are the four quadrants equal in your spiderwebs? Are you already in balance? What does this mean for management mastery. 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 CVF ‘spiderweb’. 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 spiderweb reflects what it does about you as a manager.

Marking criteria:

- Completion of the CVF Surveys (5 marks)
- Identification of practical evidence and discussion (5 marks)
- Application of evidence to the role of a manager (5 marks)
- Application of evidence to the elements of the frameworks (5 marks)
- professionalism and creativity in presentation, structure and use of appropriate referencing (5 marks)

Assignment 2 – Group Work: A Thai Organisation

Due: Week 16

Length: 3,000 Words

Assignment task:

Your assignment task requires your group to prepare an evaluative report of the management issues in a Thai Organisation of your choice. In particular, investigate the environmental, ethical and social responsibility issues that the organization 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 presentation, structure and use of appropriate referencing (5 marks)

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

Notes to Students

Case studies and exercises will be used within class and students are expected to participate. Group marks will be based on both work submitted and participation.

The Format of the final examination is “essay.” Students will be required to answer 4 questions from 8. The time for the examination will be 3 hours.

Attendance

The regulations on the class attendance is stated below:

Course and Teaching Evaluation and Improvement	The Program has set policies related to course and teaching evaluation and improvement as follows:
	1. Strategies for course evaluation by students:
	<p>There will be two evaluations per course: Mid-semester and end-of-semester course evaluations. The course evaluation will be administered by BBA staff with the instructor absent from the classroom. The instructor will receive feedback from students in the following key areas:</p> <ul style="list-style-type: none"> ▪ Class preparation ▪ Teaching capability ▪ Appropriateness of activities or assignments ▪ Encouragement of Class discussion ▪ Opportunity to ask questions ▪ Encouragement of independent study and additional practices ▪ Benefits of the course <p>Course evaluation will be summarized and returned to the instructor after the grades are sent to the Program. Moreover, the course evaluation of each instructor of every course offered will be reviewed by BBA Operating Committee.</p>
	2. Evaluation strategies in teaching methods:
	The effectiveness of teaching methods will be evaluated from the students' accomplishments such as participation, assignments, and exams.
	3. Improvement of teaching methods:
	The instructor will use the feedbacks from 2. above to improve the teaching methods.
	4. Evaluation of students' desire learning outcomes:
	After receiving the feedback from the mid-semester course evaluation and students' assessments, the instructor revises the teaching methods to ensure that the desired learning outcomes are achieved.
	5. Review and improvement for better outcomes:
	A summary of course evaluation for each course will be supplied to course instructor. The Program will use the feedback to improve the curriculum structure and course content in the regular curriculum revision cycle.

Important Dates

Class begins	August 13, 2013
Adding and Dropping Course	August 13 – 27, 2013
Midterm Exam Period	September 30 – October 5, 2013
Midterm Exam	-
Course Withdrawal with “W”	October 16 – 21, 2013
Last day of classes	November 30, 2013
Final Exam Period	December 2 – 19, 2013
Final Exam	December 12, 2013 ; 9.00 AM - noon
