



BU425 Applied Management

Instructor Information	<p>Tian Hu Home Institution: Fudan University Email:hutian3@163.com Office Hours: Determined by Instructor</p>		
Term	June27, 2022 - July22, 2022	Credits	4 units
Class Hours	Monday through Friday, 120 mins per teaching day		
Discussion Sessions	2.5 hours each week, conducted by teaching assistant(s)		
Total Contact Hours	66 contact hours (1 contact hour = 45 mins, 3000 mins in total)		
Required Texts (with ISBN)	David Boddy. <i>Management: Using Practice and Theory to Develop Skill (8th ed.)</i> [M], Pearson, Harlow, 2020. (ISBN: 978-1-292-29502-2)		
Prerequisite	Fundamentals of Management, Management Principles		



Course Overview

The course attaches great importance to applying fundamentals, essential concepts, and principles of management to the context of contemporary business, so as to develop practical skills a future manager or leader needs. It adopts a problem-based learning approach which includes a number of analytical tools that can be applied to various management scenarios, and a host of case studies and examples based on real-life organizations around the globe. Students ensure their readiness for managerial career by exhibiting their ability to identify, analyze and solve problems that are relevant to contemporary business.

Learning Outcomes

At the end of the course, you are supposed to be able to :

- LO1. Clarify the nature and emergency of management of management, as well as the ways how management theory relates to contemporary management practice
- LO2. Identify the cultures and contexts where practitioners work, the factors shaping the work of those managing internationally, and to outline some analytical tools
- LO3. Examine the generic management practices of making decisions and planning, and then two substantive applications of these ideas to strategy and marketing respectively
- LO4. Analyze how management creates the structure within which people work and how practitioners generate the effort and commitment to work toward adding value
- LO5. Reflect on the concept of controlling the quality of products and services and to explore generic methods of control and performance measurement.

Course Goal

The course aims to provide students with practical experience and skills that are relevant to contemporary business.

Assessment Type

Final exam: A term paper (making use of the library is permitted)

Assignment: Personal reflection and analysis

Assignment1: An essay on the impact of a strong culture upon organizations and cultures (due first week)

Assignment2: Case analysis on organizations' decision-making (due second week)

Assignment3: A written report on organizations' creativity and innovation (due third week)

Assignment4: Case analysis on managing change (due fourth week)

Presentation: Group discussion and presentation

Participation: Attendance



Grading Policy

Final exam	50%
Assignment	20%
Presentation	20%
Participation	10%

Grading Scale is as follows

Number grade	Letter grade	GPA
90-100	A	4.0
85-89	A-	3.7
80-84	B+	3.3
75-79	B	3.0
70-74	B-	2.7
67-69	C+	2.3
65-66	C	2.0
62-64	C-	1.7
60-61	D	1.0
≤59	F (Failure)	0



Class Schedule

Date	Lecture	Readings
Day 1	Managing in Organizations	Ruskin, J., Seymour, R.G., Webster, C.M. <i>Why create value for others? An exploration of social entrepreneurial motives</i> [J], Journal of Small Business Management, 2016, 54(4):1015–37.
Day 2	Theories of Management	Heracleous, L. <i>Quantum Strategy at Apple Inc</i> [J], Organizational Dynamics, 2013, 42(2):92–9.
Day 3	Organization Cultures and Contexts	Brannan, M.J. <i>Power, corruption and lies: Mis-selling and the production of culture in financial services</i> [J], Human Relations, 2017, 70(6):641–76.
Day 4	Managing Internationally	Sun, I.Y. <i>The next factory of the world: how China is shaping Africa</i> [J], Harvard Business Review, 2017, 95(3):122–9.
Day 5	Corporate Responsibility	Stoian, C., Gilman, M. <i>Corporate social responsibility that ‘pays’: A strategic approach to CSR for SMEs</i> [J], Journal of Small Business Management, 2017, 55(1):5–31.
Day 6	Making Decisions	Adair, J. <i>Decision Making and Problem Solving: Break Through Barriers and Banish Uncertainty at Work(fourth edition)</i> [M], Kogan Page, London, 2019.
Day 7	Planning	Clearfield, C., Tilcsik, A. <i>Meltdown</i> [M], Penguin, London, 2019.
Day 8	Managing Strategy	Robinson, C.V., Simmons, J.E.L. <i>Organizing environmental scanning: Exploring information source, mode, and the impact of firm size</i> [J], Long Range Planning, 2018, 51(3):521–39.
Day 9	Managing Marketing	Nam, H., Joshi, Y.V., Kannan, P.K. <i>Harvesting brand information from social tags</i> [J], Journal of Marketing, 2017, 81(4):88–108.
Day 10	Structure	Borry, E.L., DeHart-Davis, L., Kaufmann, W., Merritt, C.C., Mohr, Z., Tummers, L. <i>Formalization and consistency heighten organizational rule following: Experimental and survey evidence</i> [J], Public Administration, 2018, 96(2):368–85.
Day 11	Human Resource Management	Riley, S., Michael, S.C., Mahoney, S.J. <i>Human capital matters: Market valuation of firm investment in training and the role of complementary assets</i> [J], Strategic Management Journal, 2017, 38(9):1895–914.



Day 12	Information Systems and E-Business	Davenport, T.H., Ronanki, R. <i>Artificial intelligence for the real world</i> [J], Harvard Business Review, 2018, 96(1):108–16.
Day 13	Entrepreneurship, Creativity and Innovation	Lifshitz-Assaf, H. <i>Dismantling knowledge boundaries at Nasa: The critical role of professional identity in open innovation</i> [J], Administrative Science Quarterly, 2018, 63(4):746–82.
Day 14	Influencing	Heimans. J., Timms, H. <i>New Power: How It's Changing the 21st Century</i> [M], Macmillan, London, 2018.
Day 15	Motivating	Chae, H., Choi, J.N. <i>Contextualizing the effects of job complexity on creativity and task performance: Extending job design theory with social and contextual contingencies</i> [J], Journal of Occupational and Organizational Psychology, 2018, 91(2):316–39.
Day 16	Communicating	Trought, F. <i>Brilliant Employability Skills</i> [M], Prentice Hall, Harlow, 2017
Day 17	Teams	Gerrard B., Lockett A. Team-specific human capital and performance[J], British Journal of Management, 2018, 29(1):10–25.
Day 18	Managing Change	Lawrence, M. <i>Taking stock of the ability to change: The effect of prior experience</i> [J], Organization Science, 2018, 29(3):489–506.
Day 19	Managing Operations and Quality	Porter, M.E. Heppelmann, J.E. <i>Why every organization needs an augmented reality strategy</i> [J], Harvard Business Review, 2017, 95(6):46–57.
Day 20	Control and Performance Measurement	Barrows, E., Neely, A. <i>Managing Performance in Turbulent Times: Analytics And Insight</i> [M], John Wiley & Sons, Hoboken, NJ., 2012