



BU200 Fundamentals of Management

Instructor Information	Tian HU Home Institution: Fudan University Email:hutian3@163.com Office Hours: Determined by Instructor		
Term	June 27, 2022 - July 22, 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)	Robbins S.P., Decenzo D.A., Coulter M. <i>Fundamentals of management: essential concepts and applications</i> (8 th ed.)[M]. Pearson, New Jersey, 2013. (ISBN: 978-0-13-262053-6)		
Prerequisite	Microeconomics		



Course Overview

The course intends to convey to students the fundamental principles of management, so as to construct a theoretical framework functioning as the foundation of management in practice. It adopts a case-based approach to critically explore the rationale behind facts, analytical models and contexts that underpin the students' ability to identify, analyze and solve real-life problems relevant to contemporary business. It not only keeps abreast with the latest research in the field of management, but makes use of various available resources to inspire students with interest. Students will have a command of fundamentals of management while reflecting on the effects of economic changes and new technology on the ways organizations are managed.

Learning Outcomes

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

- LO1. Interpret the factors that are redefining management as well as the rationale behind the practice of management
- LO2. Understand what it means to be socially and ethically responsible in the context of contemporary business and what factors influence that decision
- LO3. Explain the variables that seem essential to innovation from the perspectives of structure, culture and human resources
- LO4. Identify effective decision-making techniques and apply them to the practical contexts of management
- LO5. Formulate solutions to the management problems by seeking the latest research data or evidence

Course Goal

The aims of the course are: (1) to equip student with the fundamental principles of management that support their future career as a manager or leader; (2) to consider management as a discipline underpinned by theory and evidence that can inform effective management in the real world

Assessment Type

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

Assignment: Personal reflection and analysis

Assignment 1: A paper on managers' roles and how organizational culture affects managers (due first week)

Assignment 2: An essay on how managers improve their decision-making process (due second week)

Assignment 3: A written report on adaptive organizational design and managing teams (due third week)

Assignment 4: Case analysis on leading and controlling (due fourth week)

Presentation: group discussion and presentation

Participation: Attendance



Grading Policy

Final exam	50%
Assignment	30%
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	Managers and Management	Bloom, N., Sadun, R. and Van Reenen, J. <i>Does management really work?</i> [J], <i>Harvard Business Review</i> , 2012, 90(11):76–82.
Day 2	The Management Environment	McAfee, A., Brynjolfsson, B. <i>Machine, Platform, Crowd: Harnessing Our Digital Future</i> [M], Norton, New York, 2017.
Day 3	Integrative managerial issues	Ekaterina Albats, Allen Alexander, Maral Mahdad, Kristel Miller. <i>Stakeholder management in SME open innovation: interdependences and strategic actions</i> [J], <i>Journal of Business Research</i> , 2020, 119(2): 291-301,
Day 4	Corporate Responsibility	Ambec, S., Lanoie, P. <i>Does it pay to be green? A systematic overview</i> [J], <i>Academy of Management Perspectives</i> , 2008, 22(4):45–62.
Day 5	Foundations of Decision Making	Heath, C., Heath, D. <i>Decisive: How to Make Better Choices in Life and Work</i> [M]. Penguin Random House, London, 2012.
Day 6	Foundations of Planning	Parke, M.R., Weinhardt, J.M., Brodsky, A., Tangirala, S., DeVoe, S.E. <i>When daily planning improves employee performance: the importance of planning type, engagement, and interruptions</i> [J], <i>Journal of Applied Psychology</i> , 2018, 103(3):300–12.
Day 7	Managing Strategy	Healey, M.P., Hodgkinson, G.P., Whittington, R., Johnson, G. <i>Off to plan or out to lunch? Relationships between design characteristics and outcomes of strategy workshops</i> [J], <i>British Journal of Management</i> , 2015, 26(3):507–28.
Day 8	Organizational Structure Design	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], <i>Public Administration</i> , 2018, 96(2):368–85.
Day 9	Managing Human Resources	Chamorro-Premuzic, T. <i>Ace the Assessment</i> [J], <i>Harvard Business Review</i> , 2015, 93(7/8):118–21.
Day 10	Managing Change and Innovation	Gupta, Shaphali., Kumar, V., Karam, Esraa. <i>New-age technologies-driven social innovation: What, how, where, and why?</i> [J], <i>Industrial Marketing Management</i> , 2020, 89(7):499-516
Day 11	Managing Marketing	Berinato, S. <i>When habit beats novelty</i> [J], <i>Harvard Business Review</i> , 2017, 95(1):60.
Day 12	Entrepreneurship and Creativity	Arshi T , Burns P . <i>Entrepreneurial Architecture: A Framework to Promote Innovation in Large Firms</i> [J]. <i>Journal of Entrepreneurship</i> , 2018, 27(3):97-110



Day 13	Foundations of Individual Behavior	Elberse, A. and Ferguson, A. <i>Ferguson's Formula</i> [J], Harvard Business Review, 2013, 91(10):116–25.
Day 14	Understanding Groups and Managing Work Teams	Ashley Whillans, Leslie Perlow, Aurora Turek. <i>Experimenting during the shift to virtual team work: Learnings from how teams adapted their activities during the COVID-19 pandemic</i> [J], Information and Organization, 2021, 31(1):100343
Day 15	Motivating and Rewarding Employees	Yaniv Kanat-Maymon, Erez Yaakobi, Guy Roth. <i>Motivating deference: Employees' perception of authority legitimacy as a mediator of supervisor motivating styles and employee work-related outcomes</i> [J], European Management Journal, 2018, 36(6):769-783
Day 16	Leadership and Trust	Trought, F. <i>Brilliant Employability Skills</i> [M], Prentice Hall, Harlow, 2017.
Day 17	Managing Communication and Information	Nils S. Borchers, Nadja Enke. <i>Managing strategic influencer communication: A systematic overview on emerging planning, organization, and controlling routines</i> [J], Public Relations Review, 2021, 47(3):102041,
Day 18	Foundations of Control	Stone, B. <i>The everything store: Jeff Bezos and the age of Amazon</i> [M], Corgi, London, 2013.
Day 19	Operations management	Andrew S. Manikas, Pankaj C. Patel, Pejvak Oghazi. <i>Dynamic capital asset accumulation and value of intangible assets: An operations management perspective</i> [J], Journal of Business Research, 2019, 103(6):119-129,
Day 20	Measuring Performance	Kaplan , R.S. and Norton, D.P. <i>The Execution Premium: Linking Strategy to Operations for Competitive Advantage</i> [M], Harvard, Boston, 2008.