

Advanced Management

1. Course Description

The focus of this course is to give an in-depth analysis of management principles and current hot topics, with emphasis on developing the abilities of the students to analyze the real world business practices. In addition, this course familiarizes the students with academic research of management.

Ethical theories and the process of managing business ethical issues globally are presented. The impact of society's perception on ethical issues is examined. Corporate social responsibility is emphasized and analyzed. Critical current issues are introduced and discussed.

2. Course Objectives and Requirements

1. Course Objectives :

Through taking this course, students should be able to obtain the following objectives:

- ◆ Students have an advanced knowledge of their specialization and master the current and emerging academic trends in their fields.
- ◆ Students will master the advanced methodology of research.
- ◆ Students will have a general knowledge of management and practices in today's business world.
- ◆ Students are capable of writing in a structured, coherent and persuasive manner and demonstrating appropriate presentation skills.
- ◆ Students have a good sense of team work and are capable of communicating effectively and cross-culturally.
- ◆ Students can apply concepts and theories to identify academic and practical issues with critical thinking.
- ◆ Students can apply appropriate methods and theories to conduct research with innovative thinking.

- ◆ Students will understand their legal and ethical obligation and consider the impact of social responsibility and sustainable development issues.

2. Requirements : The course will consist of five modules, as detailed below. Since studying is based on case and class discussions, and exchanging of the students' ideas and experiences, participants will be encouraged to take an active part and share their managerial experiences and quandaries with the class. Students are, therefore, expected to attend and participate in all class sessions.

3. Course Arrangement

unit	Topic	Basic contents
1	Introduction and course overview	What is management, Organizational performance, Function of management Level of management,
2	Social responsibility	Nature of Ethics, Dealing with ethical issues, Some effects of ethical behavior, Corporate social responsibility (Classical view and Socioeconomic view), Pyramid of CSR
3	Decision Making	The Nature of Managerial Decision Making, Classical Model and Administrative Model of Decision Making, Six Steps in Decision Making, Group Decision Making
4	Managing Organizational Structure and Culture	Factors Affecting Organizational Structure, Organizational Structure, 7 Elements of Culture, Organization's Culture
5	Leadership	The Nature of Leadership, Sources of Managerial Power, Leadership model,

		How to develop leaders more effectively
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4. Teaching Methods

- 1) Multimedia tools and approaches will be used in the lectures, besides the PPT course materials.
- 2) Discussions and case study are main teaching methods. Students will be separated into several groups and each group will be assigned a case.

5. Learning Outcomes

Category	Learning Outcomes
Knowledge and Understanding	<ol style="list-style-type: none"> 1. Master the theory and development trend of general management, 2. Master the principles and methods of planning, organization, leadership and controlling 3. Familiar with organizing process and master the methods of organizing. 4. Familiar with the process of the leading, and master the methods of leading 5. Master the process and methods of controlling 6. Understand the relationship between globalization, sustainable development and management
Intellectual Skills	<ol style="list-style-type: none"> 1. Have the ability to be engaged in management with the idea of sustainable development meet the global challenges 2. Have the ability of using science management ideas and methods in management suitably 3. Have the abilities of flexibility and adaptability on management. 4. Have the abilities to do academic research on management issue.
Practical Skills (Managerial Skills)	<ol style="list-style-type: none"> 1. The skills of using scientific method to plan 2. The skills of communication 3. The skills of using organizing methods in actual organization 4. The skills of leading in organization 5. The skills of controlling methods for organization 6. The skills of doing research.

Transferable Skills and Personal Qualities	1.	The competence of thinking questions by using globalization view and the idea of sustainable development
	2.	The management competence of being good at planning, organization and communication
	3.	The competence of flexibly contingency management according to different external environment
	4.	Have the charm of leadership and responsibility
	5.	The team spirit of cooperation

6. Performance Evaluation: Means & Ratio

Evaluation Means	Ratio (%)	Relation to the Intended Learning Outcomes
Group and Individual Assignment	30	All Category
Attendance and Engagement	20	All Category
Exam	50	All Category

Requirements of Group and individual Assignment:

Group assignments, focus on case discussion, apply operation management knowledge and theory to analyze the actual management problem through the group team work

Personal homework, evaluate a research paper in a good academic journal, write literature review.

Policy on Attendance and Engagement:

Since most class meetings will include the discussion. Active participation in class discussion, achieve the development of personal qualities.

Requirements of Exam:

Through the test, evaluating students' understanding degree of the level of "knowledge acquisition".

7. Textbook, References and Reading Materials

Textbook

- [1] Robbins, Stephen P. and Coulter, M. Management (9th Edition), Prentice Hall, 2007.

Online resources

- [1] Coase, Ronald H. (1937). "The Nature of the Firm". *Economica* 4 (16): 386–405
- [2] Alchian, Armen A.; Demsetz, Harold (1972). "Production, Information Costs, and Economic Organization". *The American Economic Review* (American Economic Association) 62 (5): 777–795.
- [3] Williamson, Oliver E. (1975). *Markets and Hierarchies: Analysis and Antitrust Implications*. New York: The Free Press.
- [4] Richardson, G. B. (1972). "The Organisation of Industry". *The Economic Journal* (Blackwell Publishing) 82 (327): 883
- [5] Jensen, Michael C.; Meckling, William H. (1976). "Theory of the Firm: Managerial Behavior, Agency Costs and Ownership Structure". *Journal of Financial Economics* 3 (4): 305–360.
- [6] Milton Friedman, The Social Responsibility of Business is to Increase its Profits
<http://www.colorado.edu/studentgroups/libertarians/issues/friedman-soc-resp-business.html>
- [7] Milton Friedman, Whole Foods' John Mackey, and Cypress Semiconductor's T.J. Rodgers, "Rethinking the Social Responsibility of Business"
<http://reason.com/archives/2005/10/01/rethinking-the-social-responsi>
- [8] Peter Nobel, "Social Responsibility of Corporations"
<http://www.lawschool.cornell.edu/research/cornell-law-review/upload/Nobel.pdf>
- [9] Wikipedia on Stakeholder theory http://en.wikipedia.org/wiki/Stakeholder_theory
- [10] Managing for Stakeholders as a basis for Capitalism
<http://www.globalsepri.org/UploadPhotos/2008912163415744.pdf>
- [11] Hambrick, D. C. 1984. Mason, P.A. Upper Echelons: The organization as a reflection of its top Managers. *Academy of Management Review*, 9: 193–206.
- [12] Hambrick, D. 2007. Upper echelons theory: An update. *Academy of Management Review*, 32: 334–343.
- [13] Kaplan, S. 2011. Research in cognition and strategy: reflections on two decades of progress and a look to the future. *Journal of management studies*, 48(3): 1467–6486.

[14] Kaplan, S. 2008. Cognition, Capabilities, and Incentives: Assessing Firm Response to the Fiber—Optic Revolution. *Academy of Management Journal*, 51:672–695.

8. Cases

[1] Baosteel Group: Governance with Chinese Characteristics, Lynn Sharp Paine; G.A. Donovan, English PDF | 309098-PDF-ENG

[2] Wanglaoji's donation to the Sichuan earthquake victims

The Sichuan Earthquake and the Changing Landscape of CSR in China

<http://knowledge.wharton.upenn.edu/article.cfm?articleid=2213>

Wanglaoji in top list for first time

http://www.chinadaily.com.cn/business/2009-06/26/content_8325225.htm

9. Assignment Requirements

The criteria of assignment evaluation (100 points)

Assessment Criteria Grid	Max. points	Points Attribute d
Analysis: <ul style="list-style-type: none"> • Display of critical thinking and creativity relative to subject matter • Application of key models and concepts to the analysis • Concision and relevancy to the analysis 	50%	
Structure & presentation: <ul style="list-style-type: none"> • Well-structured ideas and information • Clarity of presentation • Professional layout – tables, figures, images, headings, hierarchy of information 	50%	
TOTAL	100%	

Appendices:

1. The course PPT
2. Case material

3. Other teaching material (such as reading materials, the articles)
4. Study guide