

NATIONAL TSING HUA UNIVERSITY

College of Technology Management

11310TM 200202 MANAGEMENT (Offered in English)

Fall Semester 2024

Lecturer: Dr. Bo-Yi Lee (李柏毅)

Time: W789

Classroom: TSMC 224

Teaching Assistant: 林明緯

Course Objectives: Students will gain a thorough understanding of key management theories. Through lectures and discussions, students will explore personal management techniques, including self-awareness, emotional intelligence, and career planning, to develop self-management skills. The course will also focus on team dynamics and communication skills, preparing students to manage and lead teams effectively. Additionally, students will learn to navigate organizational environments by exploring various external and internal factors that influence organizational performance and decision-making. Through case studies, workshops, and group presentations, students will apply theoretical knowledge to real-world scenarios, enhancing their problem-solving skills.

Teaching Arrangements: Teaching will consist of lectures, a career workshop, case discussions, and group presentations.

I. Lectures:

- Lectures will typically take place from 15:30 to 16:30. Please note that all lectures will be conducted in English.
- The second segment of the class (16:40-17:20) will be dedicated to group discussions. Each week, we will read an article from the *Harvard Business Review*, accessible through the school's library. Students are expected to read the article before class and come prepared to discuss related questions with their group members.
- The final segment of the class (17:30-18:20) will be reserved for general discussion. The lecturer will randomly select students to answer questions.
- **Students who speak up in class, whether voluntarily or when called upon, will earn one point towards their participation grade.**

II. Career Workshop (Week 6):

- Each student is required to bring their own CV and the job description (JD) of the position they would like to apply for (this could be an internship, part-time job, or any full-time job the student is planning to apply for in the future).

- Students will be paired with another student and given a question sheet and evaluation form. Each student will alternate between the roles of interviewee and interviewer, providing and receiving evaluations based on the CV and JD brought to class.
- The lecturer will also randomly select some students to evaluate their CVs or conduct a mock interview.
- **By the end of the class, each student must submit their CV, JD, and the completed evaluation form to receive their class participation score. Late submissions will not be accepted.**

III. Case Discussions (Weeks 6 & 14):

- Each week, we will discuss one case (“Pursue Your Dream or Move On?” and “How Aggressively Should a Bank Pursue AI?”, respectively) from the *Harvard Business Review*.
- Students are expected to read the case before class and come prepared for group discussions. There will be 30 minutes allocated to discuss two questions for each case, which will be announced one week in advance.
- During the class, the lecturer will randomly select students to answer questions. These questions may include a summary of the case, presenting the group’s answers to assigned questions, commenting on other groups’ answers, and addressing follow-up questions from the lecturer or other students.
- **Students who speak up in class, whether voluntarily or when called upon, will earn one point for class participation.**
- **Each group is required to write a one-page short report about the case, including the group’s answers to the assigned questions and reflections on the class discussion. These reports must be submitted by the end of Weeks 7 and 15. Late submissions will not be accepted.**

IV. Group Presentation (Week 16):

- Each group will have 10-12 minutes to present.
- Each group is required to select an article from the *Harvard Business Review* readings assigned this semester. Using the school library, search for two related academic articles in top-tier academic journals. After reading, create a presentation and deliver it in class.
- The methods for searching academic papers, the list of top-tier journals, and the details of the report content will be explained in Week 1.
- **No written report is required to be submitted to the lecturer. The presentation will be the sole basis for evaluation.**

Assessment: Class participation (30%), Case Study Reports (15%*2=30%), and Group Presentation (40%).

Class participation policy:

- Students are expected to attend every class session and be prepared to engage actively.
- During each class session, students will be called upon randomly to contribute to discussions, answer questions, or present their ideas.
- **Accumulating three or more non-participation instances will result in automatic failure of the class.**
- Participation will be tracked systematically by the lecturer.
- Exceptions may be made in cases of documented emergencies or legitimate, pre-approved absences. It is the student's responsibility to communicate with the lecturer promptly regarding any such circumstances.

Course Textbook: Stephen P. Robbins & Mary Coulter, *Management*, Pearson Education, the 15th Edition, 2020.

Schedule

Week	Topic	15:30-16:30	16:40-17:20: Group Discussion; 17:30-18:20: Class Discussion
		Lectures (by slides or textbook Robbins 15th)	Reading Articles or Case Studies (HBR)
1	Course introduction		
	Introduction to Management		
	Class Activity	Writing your name cards + Finding your group members + Guidance on the Workshop + Group Presentation	
2	Managing Yourself: Knowing Yourself - Personality and Values		A New Approach to Building Your Personal Brand
3	Managing Yourself: How You Think - Cognition and Motivation		How to Keep Working When You're Just Not Feeling It
4	Managing Yourself: How You Feel - Emotions and Mental Health		Be Kinder to Yourself
5	Managing Yourself: Career Management		Building an Ethical Career
6	Case Study I (15:30-16:30)		Pursue Your Dream or Move On?
	Workshop (16:40-18:20)		Preparing for Your Dream Job
7	Managing Your Team: Teams	Ch13 Managing Groups and Teams	Managing a Polarized Workforce

8	Managing Your Team: Communication, Conflict Management and Negotiation	Ch14 Managing Communication	How to Become a Better Listener
9	Managing Your Organization: External Environments and Management	Ch 3 Influence of the External Environment; Ch 4 Managing in a Global Environment	Your Company Needs a Foreign Policy
10	Sports day (no class)		
11	Managing Your Organization: Strategy Planning and Execution	Ch 8 Foundations of Planning; Ch 9 Managing Strategy	Strategy-Making in Turbulent Times
12	Managing Your Organization: Structure and Culture	Ch 3 Organization's Culture; Ch11 Designing Organizational Structure	The Leader's Guide to Corporate Culture
13	Managing Your Organization: Monitoring and Controlling	Ch18 Monitoring and Controlling	Don't Let Metrics Undermine Your Business
14	Case Study II (15:30-16:30)		How Aggressively Should a Bank Pursue AI?
	Wrap up (16:50-18:20)		Lecture
15	Group Presentation (Preparation, no class)		
16	Group Presentation		