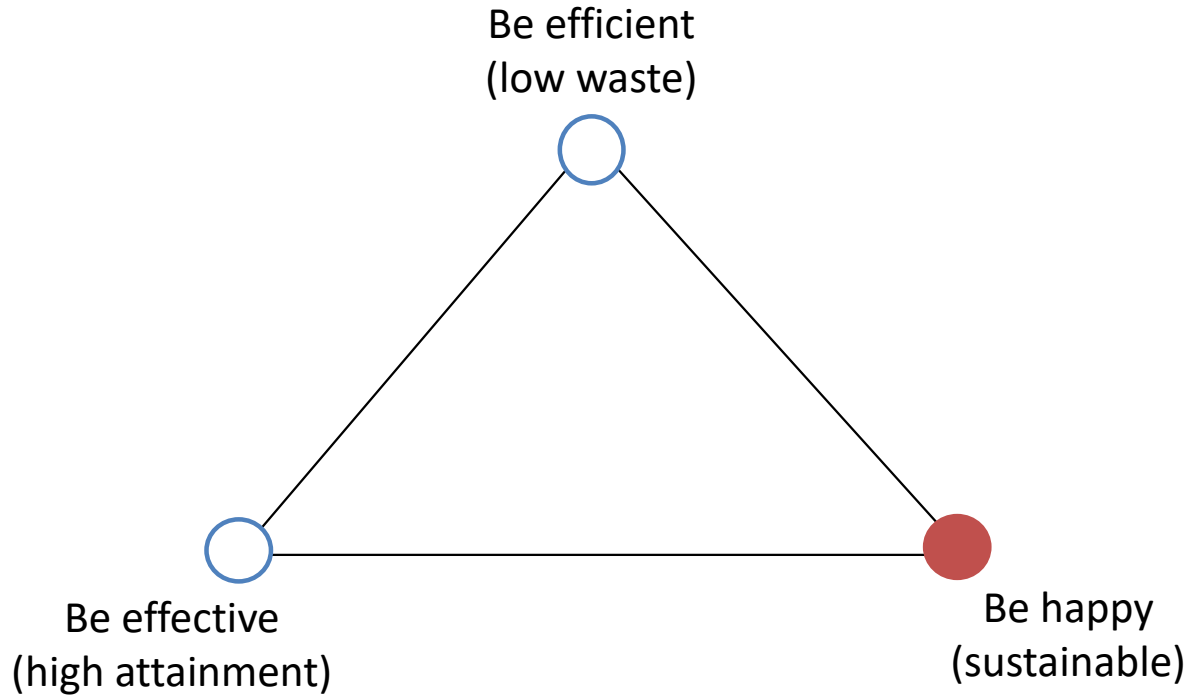




香港城市大學
City University of Hong Kong

Health and Well-being

Dr. You Jin (YJ) Kim
Department of Management
City University of Hong Kong



Manage your energy, not your time

- If you are not healthy, you are not going to lead/ manage well.
 - You cannot think/ focus.
 - You cannot control your emotions, and become frustrated, upset, and angry more easily.
 - You are/ appear tired, which makes other people tired. (Leader is a mood conductor)
 - You can't get up to work.
- “Manage your energy, not your time.”

My Typical Monday (organized around energy)

- 6:40am: Wake up, light breakfast.
- 7:00am: work out ← This gives me energy rest of day
- 8:30am: Buy/ eat breakfast (no food = can't focus)
- 9:00–11:30am: Research (short hours of focused work)
- 11:30am–12:30pm: Lunch
- 1:00–3:00pm: Research (short hours of focused work)
- 3:00pm: Would have taken a nap if I had a bed in my office! Instead, take a walk
- 3:30-6:00pm: Research & preparing teaching materials
- 6:00pm: Go home (studies have shown that the closer you live near your home, the more likely that you are satisfied with your job 😊) – work more at home and/or spend time with family

A CityU student's typical W/Th schedule?

- 6:15am: Go to bed
- 12:00pm: wake up
- 1:00pm Lunch
- 1:30pm: Oh s*it: forgot I have CB2300 at 1. Switch on zoom.
- 4:00-4:15pm: Study
- 4:15-6:00pm: Extra Curriculum Activities
- 6:00-8:00pm: Dinner
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- 12:00am: Watch European Football or game or YouTube
- 2:30am: Study / last minute group presentation



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Class Agenda

- Announcement
- Review
- Well-being II & CSR



Written report (15%)

- 15-20 pages
(double-line spacing, excluding references, figures, and tables)
 - Submission: **Friday of Week 14, 5pm April 22, 2022** (~~hard copy to the Department of Management assignment box~~)
 - A soft copy should be uploaded on Canvas “turn-it-in” assignment folder. Please check the possibility of plagiarism using “turn-it-in” (not higher than 20%)
- ☉ Have ONE member upload only ONCE!
- ☉ Ask questions to tutors

Final examination

- Date: April 30 (14:00-16:00); Online (off campus)
- Closed-book
- Mostly from **Lecture Slides**
- 50 MC (part 1; 50 points) & 1 Essay (part 2; 30 points)
- Check online examination preparation guideline carefully on Canvas (Under Modules)
- Final Exam Reminder (Under Modules)
- The last tutorial (Exam Review): Some exam MC samples

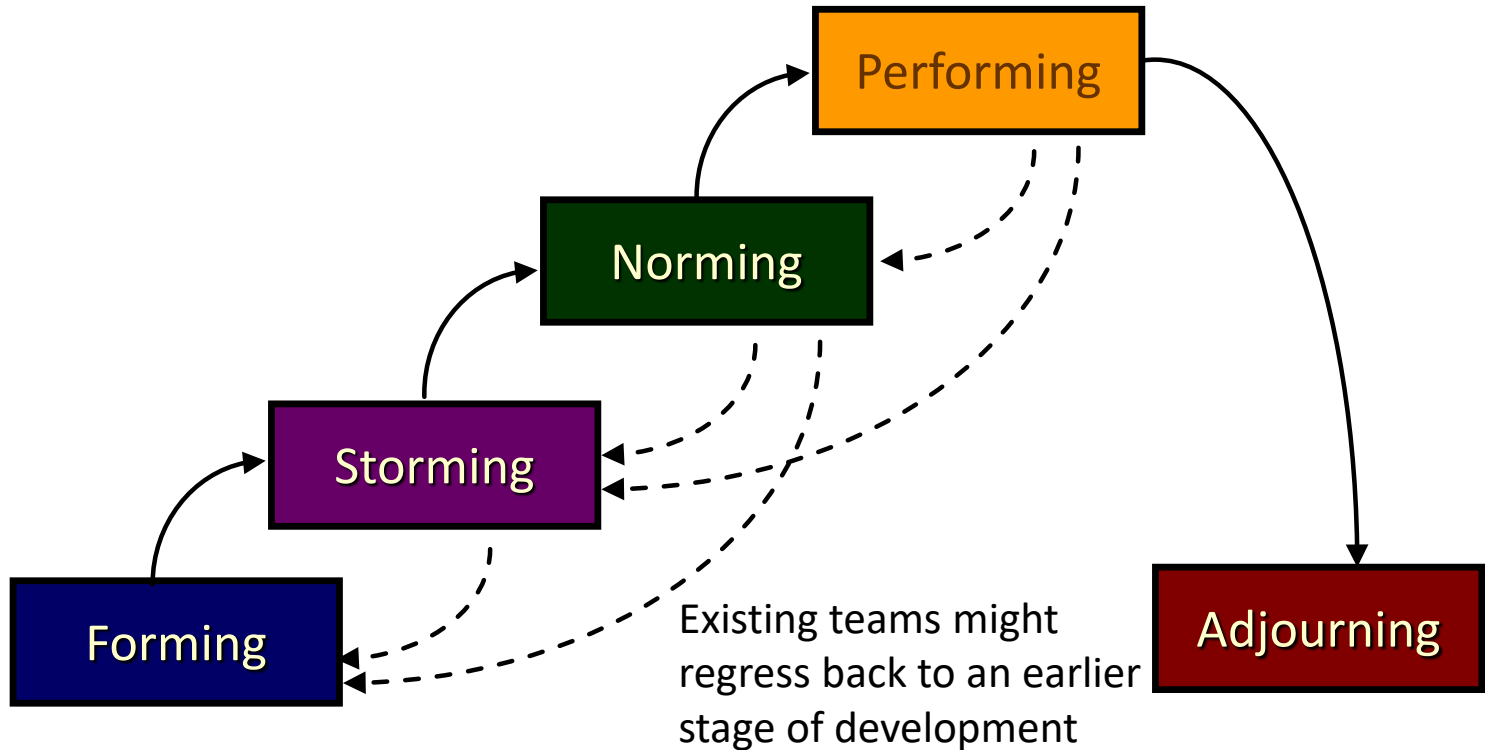
Effects of IND/COL on Concession Patterns

Which one of these 2 ways of giving away \$100 worth of concessions do negotiators from an individualistic versus collectivistic culture prefer?

Pattern	Time 1	Time 2	Time 3	Time 4
1	\$0	\$0	\$0	\$100
2	\$40	\$30	\$20	\$10

Source: Hendon, 2007

Stages of Group Development



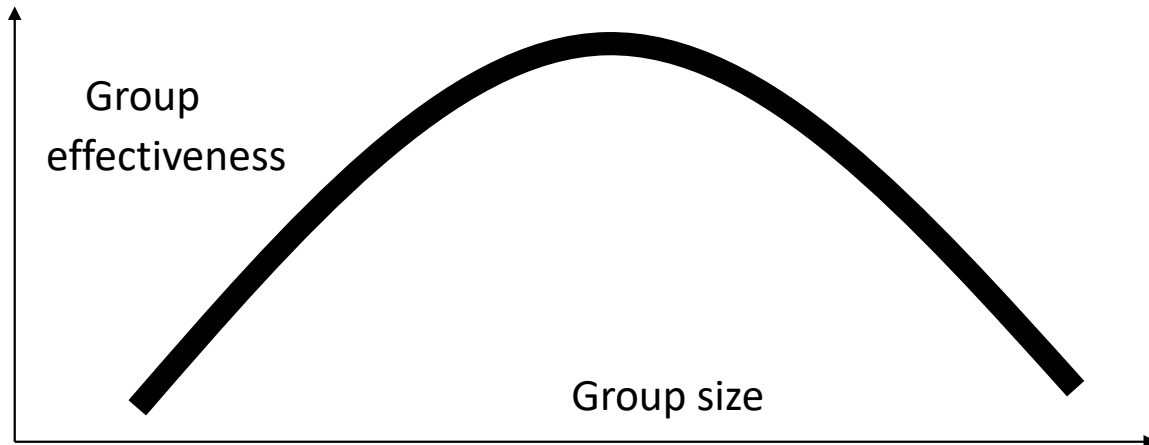
Group Size

- What is the optimal group size?



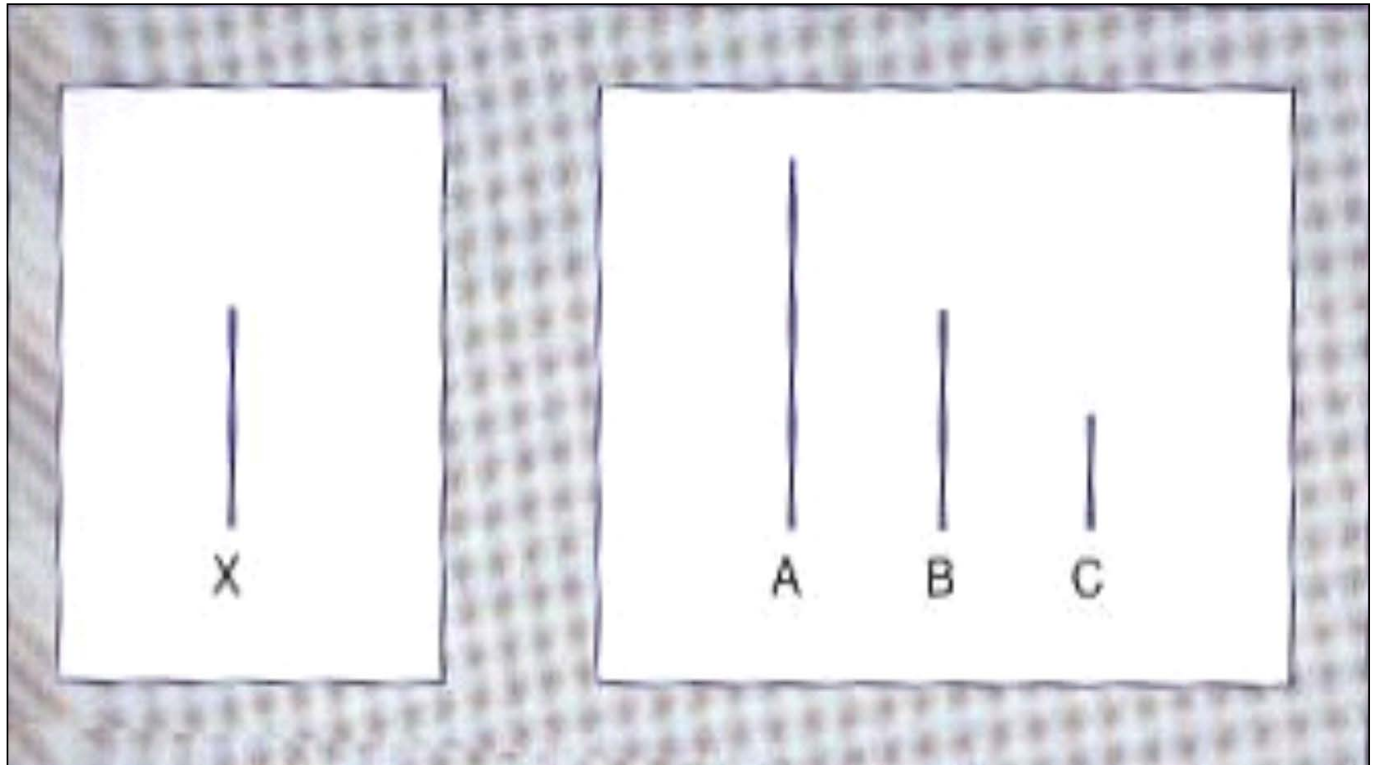
Group size – social loafing

- Number of members in a group is linked to performance effectiveness
 - Inverted U-shape link between size and performance
 - Too large - communication and coordination problems, satisfaction decreases; absenteeism and turnover increases
 - 5-7 members seem optimal





Conformity and Groupthink (Asch's study): Video



Conflict Management

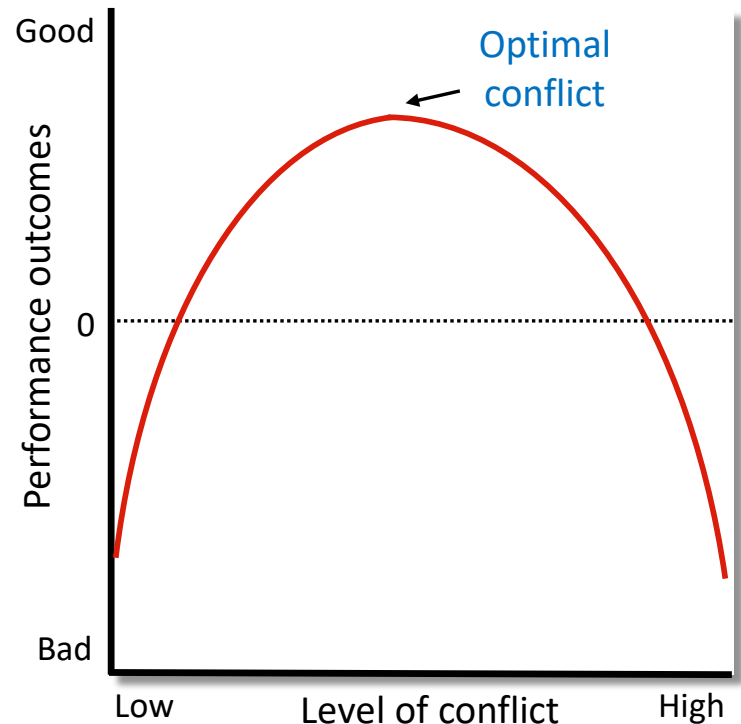
- **Conflict** – perceived incompatible differences that result in interference or opposition.
- **Conflicts are all bad?**

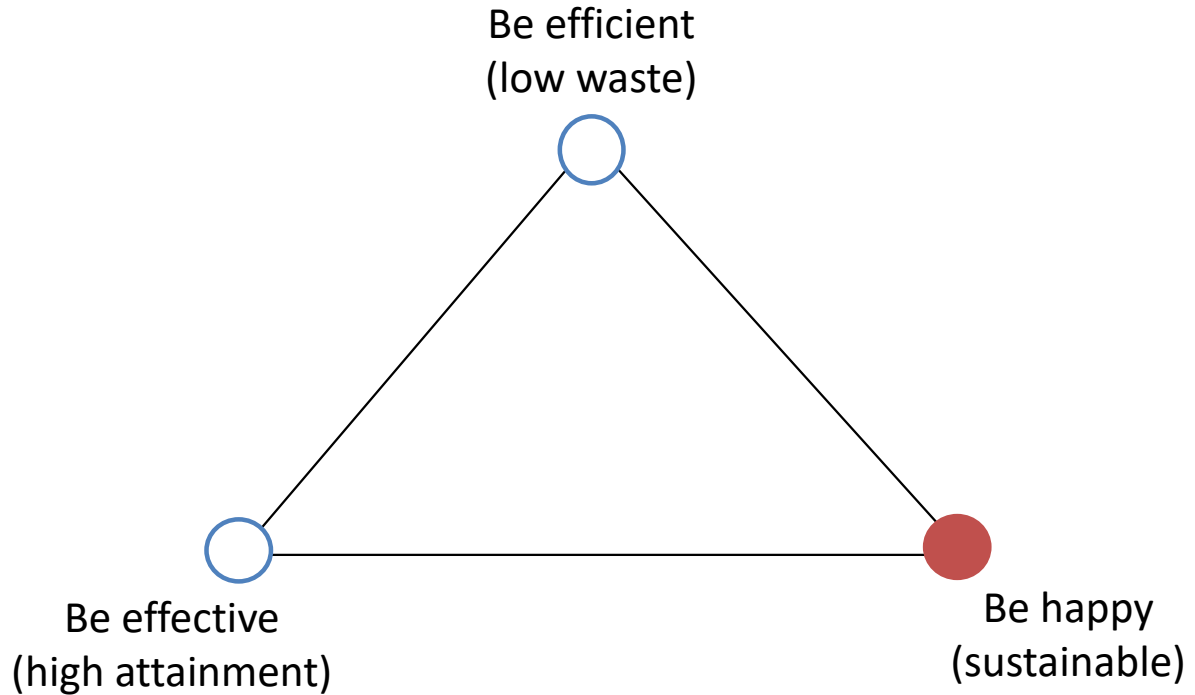
Is Conflict Good or Bad?: 1970s-1990s View

1970s to 1990s – belief in an optimal level of conflict

Some level of conflict is good because:

- Energizes debate
- Reexamines assumptions
- Improves responsiveness to external environment





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Two types of energy

- Cognitive Energy
 - Depletable, need to be replenished
 - Think of it as a reservoir; constantly depleted and need to be replenished.
- Emotional Energy
 - Captures how you feel: positive or negative

Two types of energy

- What is your strategy to replenish your cognitive energy?



Cognitive energy: Zzz...

How Long to Nap



10 to 20 Minutes

This power nap is ideal for a boost in alertness and energy, experts say. This length usually limits you to the lighter stages of non-rapid eye movement (NREM) sleep, making it easier to hit the ground running after waking up.

30 Minutes

Some studies show sleeping this long may cause sleep inertia, a hangover-like groggy feeling that lasts for up to 30 minutes after waking up, before the nap's restorative benefits become apparent.

60 Minutes

This nap is best for improvement in remembering facts, faces and names. It includes slow-wave sleep, the deepest type. The downside: some grogginess upon waking up.

90 Minutes

This is a full cycle of sleep, meaning the lighter and deeper stages, including REM (rapid eye movement) sleep, typically likened to the dreaming stage. This leads to improved emotional and procedural memory (i.e. riding a bike, playing the piano) and creativity. A nap of this length typically avoids sleep inertia, making it easier to wake up.

Cognitive Energy:

When you are tired, should you replenish with chocolate or
should you go for a walk?



Energy, Tiredness, and Tension Effects of a Sugar Snack Versus Moderate Exercise

Robert E. Thayer
California State University, Long Beach

After either eating a candy bar or walking briskly for 10 min on 12 selected days, 18 volunteers made systematic self-ratings of their energy, tiredness, and tension feelings for a fixed 2-hr period each day in the context of their normal daily activities. The snacking or walking activity was randomly selected on each test day after completion of a pretest. Results indicated that walking was associated with higher self-rated energy and lower tension significantly more than was snacking. In the walk condition reliable increases in energy and decreases in tension were observed for 2 hr. The sugar snack condition was associated with significantly higher tension after 1 hr, and a pattern of initially increased energy and reduced tiredness, followed 1 hr later by increased tiredness and reduced energy. The results partially support a general conceptual hypothesis that sugar snacking is often motivated by a low-awareness attempt to raise energy. Additionally, the results clarify an apparent conflict between neurochemical research, which indicates that sugar ingestion increases the tendency to sleep, and popular nutrition theory, which indicates that it increases tension.

Two types of energy

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Two types of energy

- What is your strategy to replenish your emotional energy?



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Emotional Energy: Autonomy, Competence, Relationship

- Autonomy: Choosing what you want to do
- Competence: Feeling capable of what you do
- Relationship: Working with coworkers/peers/boss with whom you enjoy spending time

Emotional Energy: Detachment & Relaxation

- Detachment: During the weekend...
 - I forget about work.
 - I don't think about work at all.
 - I distance myself from my work.
 - I get a break from the demands of work.
- Relaxation:
 - I kick back and relax.
 - I do relaxing things.
 - I use the time to relax.
 - I take time for leisure.