

DOCTORAL COURSE DESCRIPTION

Course name	Field of science, code	Faculty	Department
Management Theory	Management S 003	Faculty of Economics and Business Administration	Management department
Delivery form	ECTS credits	Delivery form	ECTS credits
Lectures	1	Consultations	
Individual work	7	Seminars	

Course summary

The aim: to overview and analyze management theories and models, identifying the most important strategic issues in organizations; to strengthen management skills' application in business process analysis and organizational performance optimization (in the context of technologically intensive, strategic partnerships-based and innovations-based businesses). This contributes to the quality of doctoral students' scientific work, as well as strengthening competences of sustainable business development.

Objectives:

- To deepen management knowledge by analyzing management theories, their development and organization management models, and to achieve the effectiveness of management knowledge application in practice.
- To explore modern trends in organization management research, and to strengthen skills of application of modern management research tools in the scientific work.
- To deepen skills of organization performance analysis, strategic decision making and managerial advice by using business intelligence and process optimization tools and techniques.
- To strengthen skills essential for the development of organizations' economic and social value, ensuring sustainable development and strengthening organizations' competitive advantage.
- To expand the knowledge essential for the effective management (such as strategic management, project management, technological research and development, human resource management, innovation and knowledge management, creative leadership, strategic partnerships and communication), and to improve skills needed for the analysis of the above-mentioned management areas.

Course outline:

1. Modern management theories, organization management models and strategic issues in organizations.
2. Organization management research methodologies and their application.
3. Organization design, financial justification of management, management models in emerging markets and sectors.
4. Effective communication and innovative human resource strategies.
5. The approach to organization management in different management theories.
6. Management in organizations of different economic sectors.
7. The analysis of organization management structures and processes, and their integration into business, innovation and human resource strategies.
8. Management in the context of global competition.
9. The impact of internal factors (technological base, information management,

organizational structure, motivation, business model, creative leadership, etc.) and external factors (legal, socio-cultural and political environment, job market characteristics, clustering, technological intensity level, etc.) on the organizational behavior and strategic management.

10. The analysis of organizational performance and management effectiveness.
11. Business intelligence models.
12. Business process optimization and project management.
13. Monitoring and quality assurance.
14. Coordination of innovation and marketing strategies; the sharing economy; evaluation of social projects and social responsibility, and the main indicators of these areas.
15. Strengthening competitive advantage and recommendations for organization management optimization.

Evaluation strategy: Egzamination (70%); organization management project in the selected topic (30%), based on the relevant scientific publications, summarizations and insights by a doctoral student. The scope of the project: 25-30 pages.

Reading materials:

Parker, G.G.; Van Alstyne, M.; Choudray, S.P. (2015): Platform Revolution. How Networked Markets are Transforming the Economy and How to Make them Work for You. New York / London

Heikkilä, M. , H. Bouwman; J. Heikkilä, S. Solaimani & W. Janssen (2016). Business Model Metrics: an open repository. Information Systems and e-Business Management. 14(2), 337-366

Porter, M.E.; Kramer, M.R. (2011): Creating Shared Value, in HBR, Jan/Feb 2011.
<http://www.nuovavista.com/SharedValuePorterHarvardBusinessReview.PDF>

Bocken, N., Short, S., Rana, P., Evans, S., 2014. A literature and practice review to develop sustainable business model archetypes. Journal of cleaner Production, 65, 42-56.

Boons, F., Montalvo, C., Quist, J., Wagner, M., 2013. Sustainable innovation, business models and economic performance: An overview. Journal of Cleaner Production, 45, 1-8.

How Digital Business Models are Changing, HBR, <https://hbr.org/2016/07/the-flash-report-how-digital-business-models-are-changing>

Haaker, T., H. Bouwman, W. Janssen, & M de Reuver (2017). Business model stress testing: a practical approach to test the robustness of a business model, Futures. Vol 89, pp. 14-25

De Reuver, M., H. Bouwman & T. Haaker (2013). Business model roadmapping: A practical approach to come from an existing to a desired business model. International Journal of Innovation Management. Vol. 17, no. 1, pp. 1-18

Solaimani, S. M. Heikkilä, & H. Bouwman (2016, Accepted). Business Model Implementation within Networked Enterprises: A case study on a Finnish pharmaceutical project. European Management Review

Consulting lecturer's name, last name	Scientific degree	Main publications in the field in the last 5 years
<p style="text-align: center;">Vlado Dimovski</p>	<p style="text-align: center;">Prof. dr.</p>	<p>1. GRAH, Barbara, DIMOVSKI, Vlado, PETERLIN, Judita. Managing sustainable urban tourism development : the case of Ljubljana. Sustainability, ISSN 2071-1050, Feb. 2020, vol. 12, iss. 3, art.792, 17 str., doi: 10.3390/su12030792.</p> <p>2. LEVOVNIK, David, GERBEC, Marko, DIMOVSKI, Vlado. The role of leadership in process safety management system - no process safety management system is an island. Chemical engineering transactions, ISSN 1974-9791. [Print ed.], 2019, vol. 74, str. 1375-1380, doi: 10.3303/CET1974230.</p> <p>3. LEVOVNIK, David, GERBEC, Marko, DIMOVSKI, Vlado. Leadership - overlooked piece of the process safety management "puzzle"?. Chemical engineering transactions, ISSN 2283-9216. [Online ed.], 2019, vol. 77, str. 649-654, doi: 10.3303/CET1977109.</p> <p>4. BREZNIK, Lidija, LAHOVNIK, Matej, DIMOVSKI, Vlado. Exploiting firm capabilities by sensing, seizing and reconfiguring capabilities : an empirical investigation. Economic and business review, ISSN 1580-0466, 2019, vol. 21, iss. 1, str. 5-36. http://ojs.ebrjournal.net/ojs/index.php/ebr/article/view/605, doi: 10.15458/85451.72.</p> <p>5. BOŽIČ, Katerina, DIMOVSKI, Vlado. Business intelligence and analytics for value creation : the role of absorptive capacity. International journal of information management, ISSN 0268-4012. [Print ed.], Jun. 2019, vol. 46, str. 93-103, doi: 10.1016/j.ijinfomgt.2018.11.020.</p> <p>6. GRAH, Barbara, DIMOVSKI, Vlado, PENGGER, Sandra, BOGATAJ, David. Raziskovalni izzivi strategije dolgožive družbe. Izzivi managementu : revija o izzivih in dosežkih sodobnega managementa, ISSN 2350-5435. [Tiskana izd.], okt. 2019, let. 11, št. 2, str. 4-15.</p> <p>7. BOŽIČ, Katerina, DIMOVSKI, Vlado. Business intelligence and analytics use, innovation ambidexterity, and firm performance : a dynamic capabilities perspective. Journal of Strategic Information Systems, ISSN 0963-8687. [Print ed.], Dec. 2019, vol. 28, iss.4 (101578), str. 1-20, doi: 10.1016/j.jsis.2019.101578.</p> <p>8. ROBLEK, Vasja, MEŠKO, Maja, DIMOVSKI, Vlado, PETERLIN, Judita. Smart technologies as social innovation and complex social issues of the Z generation. Kybernetes : the international journal of systems & cybernetics, ISSN 0368-492X, 2019, vol. 48, iss. 1, str. 91-107, doi: 10.1108/K-09-2017-0356.</p> <p>9. COLNAR, Simon, DIMOVSKI, Vlado, BOGATAJ, David. Knowledge management and the sustainable development of social work. Sustainability, ISSN 2071-1050, 2019, vol. 11, iss. 22 (art. 6374), str. 1-20, doi: 10.3390/su11226374.</p>

		<p>10. JANEŽIČ, Matej, DIMOVSKI, Vlado, HODOŠČEK, Milan. Modeling a learning organization using a molecular network framework. <i>Computers & Education : an international journal</i>, ISSN 0360-1315. [Print ed.], Mar. 2018, vol. 118, str. 56-69, graf.prikazi, doi: 10.1016/j.compedu.2017.11.008.</p> <p>11. GRAH, Barbara, DIMOVSKI, Vlado, PETERLIN, Judita. A shift in perceiving organisational metaphors among business administration students in an EU country : a window into the current thinking of future employees. <i>Društvena istraživanja : časopis za opća društvena pitanja</i>, ISSN 1330-0288, tra. 2018, god. 27, br. 1, str. 133-154, doi: 10.5559/di.27.1.07.</p> <p>12. DORIĆ, Barbara, DIMOVSKI, Vlado. Managing petroleum sector performance - a sustainable administrative design. <i>Ekonomika istraživanja</i>, ISSN 1331-677X, 2018, vol. 31, iss. 1, str. 119-138, doi: 10.1080/1331677X.2017.1421995.</p> <p>13. PETERLIN, Judita, DIMOVSKI, Vlado, TVARONAVIČIENE, Manuela, GRAH, Barbara, KAKLAUSKAS, Arturas. The strategic process of developing social aspects of sustainability through the vision reflection in business education. <i>Technological and economic development of economy</i>, ISSN 2029-4913. [Print ed.], 2018, vol. 24, iss. 4, str. 1718-1736, doi: 10.3846/tede.2018.5198.</p> <p>14. DIMOVSKI, Vlado, COLNAR, Simon. Vzgojno-izobraževalni zavod kot učeča se organizacija. <i>Vodenje v vzgoji in izobraževanju</i>, ISSN 1581-8225. [Tiskana izd.], 2018, letn. 16, [št.] 3, str. 7-30, 115, ilustr., tabele.</p> <p>15. ČADEŽ, Simon, DIMOVSKI, Vlado, ZAMAN GROFF, Maja. Research, teaching and performance evaluation in academia : the salience of quality. <i>Studies in higher education</i>, ISSN 0307-5079, 2017, vol. 42, iss. 8, str. 1455-1473, doi: 10.1080/03075079.2015.1104659.</p> <p>16. GRAH, Barbara, DIMOVSKI, Vlado, SNOW, Charles Curtis, PETERLIN, Judita. Expanding the model of organizational learning : scope, contingencies, and dynamics. <i>Economic and business review</i>, ISSN 1580-0466, 2016, vol. 18, no. 2, str. 183-212, 250, ilustr.</p>
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Consulting lecturer's name, last name	Scientific degree	Main publications in the field in the last 5 years
Virginijus Tamaševičius	Assoc prof. dr.	Diskienė, Danuta; Tamaševičius, Virginijus; Kalvaitytė, Agnė. Managerial roles in SMEs and their effect on perceived managerial effectiveness in Lithuania // <i>Organizations and markets in emerging economies</i> . Vilnius : Vilniaus universiteto leidykla. ISSN 2029-4581. eISSN 2345-0037. 2018, Vol. 9, no 1, p. 41-61. DOI: 10.15388/omee.2018.10.00003.
		Tamaševičius, Virginijus. <i>Tyrimų metodai: mokomoji knyga</i> . Vilniaus : Vilniaus universiteto leidykla, 2015. 134 p. ISBN 9786094594946.
		Tamaševičius, Virginijus. <i>Žinių valdymo metodologija: dialektinis požiūris į žinių plėtojimo</i>

procesą = The methodology of knowledge management: dialectical approach to the knowledge management process // Informacijos mokslai. Vilnius : Vilniaus universiteto Komunikacijos fakultetas. ISSN 1392-0561. 2015, T. 71, p. 97-114. Prieiga per internetą: <<http://www.zurnalai.vu.lt/informacijos-mokslai/article/view/8335/6207>>.

Consulting lecturer's name, last name	Scientific degree	Main publications in the field in the last 5 years
Danuta Diskienė	Prof. (HP) dr.	<p>1. Paulienė, R.; Diskienė, D.; Matuzevičiūtė, E. (2019). Complex approach on multicultural teams management & leadership // Journal of educational and social research. De Gruyter Poland. ISSN 2239-978X. eISSN 2240-0524. 2019, vol 9, no 2, p. 8-16. DOI: 10.2478/jesr-2019-0008. Scopus</p> <p>2. Diskienė, D., Paulienė, R., Ramanauskaitė D. (2019). Relationships between Leadership Competencies and Employees' Motivation, Initiative and Interest to Work. <i>Montenegrin Journal of Economics</i> Vol. 15, No. 1 (2019), p. 113-129</p> <p>3. Diskienė, D., Paulienė, R. (2018). LEADERSHIP AS AN IDENTITY CREATION IN THE NEW LEADERSHIP PARADIGM. <i>JOURNAL OF SECURITY AND SUSTAINABILITY ISSUES</i>. ISSN 2029-7025.p. 741 – 752. Scopus.</p> <p>4. Stankevičienė, A.; Diskienė, D.; Tamaševičius, V.; Korsakienė, R. (2017). Attitudes of Managers towards the Role of HR Departments in Organizational Performance: Evidence from Lithuania. <i>Transformations in Business & Economics</i>, Vol. 16, No 3(42), p.258 -275. ISSN: 1648-4460. ISI Journal.</p> <p>5. Diskienė, D.; Stankevičienė, A.; Jurgaitytė, N. (2017). Challenges for the human resource department: the case of Millennials in the workplace. ECMLG 2017 proceedings of the 13th European conference on <i>Management, Leadership and Governance</i>, p. 67 – 77, 11 – 12 December. University of London, UK. Thomson Reuters ISI Web of Science.</p> <p>6. Diskienė, D.; Jaškevičiūtė, V. (2017). Y kartos požiūris į vyrų ir moterų vadovavimą organizacijose. <i>Informacijos mokslai</i>, Vilniaus universitetas. Vilnius: Vilniaus universiteto leidykla. ISSN 1392-0561. t.77, p. 90 -105.</p> <p>7. Diskienė D., Korsakienė R., Česynienė R., Drūteikienė G., Smaliukienė R., Stankevičienė A. 2015. <i>Verslininkų vadybinis potencialas ir smulkaus ir vidutinio verslo įmonių internacionalizacija</i>. Kolektyvinė monografija. Vilnius: Vilniaus universiteto leidykla.p.376.</p> <p>8. Korsakienė R., Diskienė D. (2015). Do Competencies of Entrepreneurs and Managers Influence Internationalization Processes? Investigation of Lithuanian SMEs. ECIE 2015 proceedings 10th European conference on <i>Innovation and Entrepreneurship</i>, p. 384-391, 17-18 September. University of Genoa, Italy.</p>

9. Korsakienė R., Diskienė D. (2015). Personality Traits of Managers and Success of Firms: A Case of Lithuanian SMEs. ECMLG 2015 proceedings of the 11th European conference on *Management Leadership and Governance*, p. 194-200, 12-13 November. Military Academy. Lisbon, Portugal.
10. Diskienė, D.; Stankevičienė, A.; Korsakienė, R. (2014). Mažų ir vidutinių įmonių vadovų kompetencijos: teoriniai ir praktiniai aspektai . Verslo ir teisės aktualijos = Current issues of business and law. Vilnius : Tarptautinė teisės ir verslo aukštoji mokykla. ISSN 1822-9530., Nr. 9, p. 51-69.
11. Diskienė, D.; Tamoševičienė, K. (2014). Pedagogų organizacinio įsipareigojimo, pasitenkinimo darbu ir ištraukimo į darbą sąsajos. *Informacijos mokslai*, ISSN 1392-0561. t.69, p. 89 -102
12. Diska, V., Diskienė, D., Marčinskas A. (2014). Lietuvos verslo įmonių aukščiausio lygio vadovų komandų pajėgumo tyrimas. *Organizacijų vadyba: sisteminiai tyrimai*, No. 69, p.19-35. ISSN 1392-1142.
13. Paulienė, R.; Diskienė, D.; Matuzevičiūtė, E. (2019). Complex approach on multicultural teams management & leadership // Journal of educational and social research. De Gruyter Poland. ISSN 2239-978X. eISSN 2240-0524. 2019, vol 9, no 2, p. 8-16. DOI: 10.2478/jesr-2019-0008. Scopus
14. Diskienė, D., Paulienė, R., Ramanauskaitė D. (2019). Relationships between Leadership Competencies and Employees' Motivation, Initiative and Interest to Work. *Montenegrin Journal of Economics* Vol. 15, No. 1 (2019), p. 113-129
15. Diskienė, D., Paulienė, R. (2018). LEADERSHIP AS AN IDENTITY CREATION IN THE NEW LEADERSHIP PARADIGM. *JOURNAL OF SECURITY AND SUSTAINABILITY ISSUES*. ISSN 2029-7025.p. 741 – 752. Scopus.
16. Stankevičienė, A.; Diskienė, D.; Tamaševičius, V.; Korsakienė, R. (2017). Attitudes of Managers towards the Role of HR Departments in Organizational Performance: Evidence from Lithuania. *Transformations in Business & Economics*, Vol. 16, No 3(42), p.258 -275. ISSN: 1648-4460. ISI Journal.
17. Diskienė, D.; Stankevičienė, A.; Jurgaitytė, N. (2017). Challenges for the human resource department: the case of Millennials in the workplace. ECMLG 2017 proceedings of the 13th European conference on *Management, Leadership and Governance*, p. 67 – 77, 11 – 12 December. University of London, UK. Thomson Reuters ISI [Web of Science](#).
18. Diskienė, D.; Jaškevičiūtė, V. (2017). Y kartos požiūris į vyrų ir moterų vadovavimą organizacijose. *Informacijos mokslai*, Vilniaus universitetas. Vilnius: Vilniaus universiteto leidykla. ISSN 1392-0561. t.77, p. 90 -105.
19. Diskienė D., Korsakienė R., Česnyienė R., Drūteikienė G., Smaliukienė R., Stankevičienė A.

2015. *Verslininkų vadybinis potencialas ir smulkaus ir vidutinio verslo įmonių internacionalizacija*. Kolektyvinė monografija. Vilnius: Vilniaus universiteto leidykla.p.376.
20. Korsakienė R., Diskienė D. (2015). Do Competencies of Entrepreneurs and Managers Influence Internationalization Processes? Investigation of Lithuanian SMEs. ECIE 2015 proceedings 10th European conference on *Innovation and Entrepreneurship*, p. 384-391, 17-18 September. University of Genoa, Italy.
21. Korsakienė R., Diskienė D. (2015). Personality Traits of Managers and Success of Firms: A Case of Lithuanian SMEs. ECMLG 2015 proceedings of the 11th European conference on *Management Leadership and Governance*, p. 194-200, 12-13 November. Military Academy. Lisbon, Portugal.
22. Diskienė, D.; Stankevičienė, A.; Korsakienė, R. (2014). Mažų ir vidutinių įmonių vadovų kompetencijos: teoriniai ir praktiniai aspektai . Verslo ir teisės aktualijos = Current issues of business and law. Vilnius : Tarptautinė teisės ir verslo aukštoji mokykla. ISSN 1822-9530., Nr. 9, p. 51-69.
23. Diskienė, D.; Tamoševičienė, K. (2014). Pedagogų organizacinio įsipareigojimo, pasitenkinimo darbu ir įsitraukimo į darbą sąsajos. *Informacijos mokslai*, ISSN 1392-0561. t.69, p. 89 -102
24. Diska, V., Diskienė, D., Marčinskas A. (2014). Lietuvos verslo įmonių aukščiausio lygio vadovų komandų pajėgumo tyrimas. *Organizacijų vadyba: sisteminiai tyrimai*, No. 69, p.19-35. ISSN 1392-1142.

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