



COURSE UNIT (MODULE) DESCRIPTION

Course unit (module) title	Code
Management	

Academic staff	Core academic unit(s)
Coordinating: Vaida Jaškevičiūtė, PhD	VU Faculty of Economics and Business Administration Saulėtekio av. 9, 2nd building, 10222, Vilnius, Lithuania

Study cycle	Type of the course unit
First cycle	Elective

Mode of delivery	Semester or period when it is delivered	Language of instruction
Remote	Spring semester	Lithuania

Requisites	
Prerequisites: -	Co-requisites (if relevant): -

Number of ECTS credits allocated	Student's workload (total)	Contact hours	Individual work
5	130	48	82

Purpose of the course unit		
<p>Course Aim: The aim of the course is to provide students with knowledge of contemporary organizational management in the context of a dynamic environment. The course also seeks to develop students' abilities to analyze and interpret information objectively and ethically, recognize interrelations, integrate management knowledge, and apply it in practice. Students will learn to identify management problems and explore appropriate solutions.</p> <p>General Competences Developed in the Course</p> <ul style="list-style-type: none"> • Ability to apply principles of organizational management to identify managerial strengths and weaknesses within an organization; • Ability to adapt in intercultural environments; • Ability to work effectively in a team. <p>Subject-Specific Competences Developed in the Course</p> <ul style="list-style-type: none"> • Ability to apply management concepts when analyzing organizations and to adapt these concepts to a global business environment; • Ability to analyze managerial information. 		
Learning outcomes of the course unit	Teaching and learning methods	Assessment methods
Demonstrate an understanding of the key concepts, principles, and methods in management science.	Lectures, seminars, discussions, work with academic literature and sources, role-plays, and simulations.	Seminar assignment (organizational case study); Midterm test (open and closed questions); Final exam (open and closed questions).
Identify elements of the organizational environment and evaluate their impact on the organization.		
Identify elements of strategic, tactical, and operational planning within an organization, and assess the suitability of the organizational structure based on management principles.		

Evaluate the influence of organizational factors on employee motivation and the importance of leadership traits in managers.		
Identify control methods used in organizations, assess their suitability, and provide recommendations for an effective control process.		
Identify control methods used in organizations, assess their suitability, and provide recommendations for an effective control process; Present opinions coherently, persuasively, and confidently; Critically, logically, and constructively express ideas in professional discussions; Work effectively in both monocultural and multicultural groups, understanding the dynamics of homogeneous and diverse teams as well as principles of team formation.		
Understand intercultural differences and apply this understanding when communicating with partners in the value creation chain.		
Demonstrate knowledge of teamwork principles and the ability to work in multicultural teams.		
Understand management principles and apply them in global business contexts.		

Content	Contact hours							Individual work: time and assignments	
	Lectures	Tutorials	Seminars	Workshops	Laboratory work	Internship	Contact hours, total	Individual work	Tasks for individual work
1. Introduction to Management Definition, management process, key management concepts, contemporary management trends. Levels, roles, and skills of managers.	4		1				5	4	Reading scientific literature: Robbins et al., <i>Fundamentals of Management</i> (Chapter: 1; pages 2-20). <i>The e-book is available in the VMA system.</i>
2. Areas of Managerial Activity Elements and characteristics of the internal and external organizational environment. Organizational culture.	4		1				5	10	Reading scientific literature: Robbins et al., <i>Fundamentals of Management</i> (Chapter: 2; pages 28-45). <i>The e-book is available in the VMA system.</i> Case study analysis
3. Planning and Decision-Making The planning process, formulation of organizational vision and mission, organizational environment analysis, goal setting, strategy formulation, and strategy implementation. Decision-making process: rational, bounded rationality, and intuitive decisions; group and individual decisions.	6		2				8	16	Reading scientific literature: Robbins et al., <i>Fundamentals of Management</i> (Chapters: 4-5; pages 70-93; 104-129). <i>The e-book is available in the VMA system.</i> Simulation and case study analysis.

4. Organizing and Change Management in Organizations Key organizing processes, types of organizational structures (simple, functional, divisional, matrix, network), tall and flat hierarchies, centralization and decentralization. Change management: types of change, the change process, resistance to change and overcoming it.	6		4				10	20	Reading scientific literature: Robbins et al., <i>Fundamentals of Management</i> (Chapters: 6; 8; pages 130-159; 189-219). <i>The e-book is available in the VMA system.</i> Simulation and case study analysis.
5. Leadership, Motivation, Teamwork, Communication, and Conflict in Organizations Leadership and management: power and authority, main leadership theories, expressions of leadership, toxic leaders. Employee motivation: main motivation theories (<i>content, process, and reinforcement</i>) and their applications. Teamwork: groups vs. teams, the process of group becoming a team, team cohesion and its management. Communication process: types of organizational communication, issues in vertical and horizontal communication, rumors, and nonverbal communication in organizations. Conflict in organizations: types of conflicts, causes of organizational conflicts, conflict development process, conflict management methods and strategies.	8		6				14	26	Reading scientific literature: Robbins et al., <i>Fundamentals of Management</i> (Chapters: 7; 9; 11; 12; 13; pages 220-247; 248-271; 272-297; 298-325; 326-345). <i>The e-book is available in the VMA system.</i> Role-playing exercises and case study analysis.
6. Control Main stages of the control process, control methods. Types and forms of control, characteristics of effective control.	4		2				6	6	Reading scientific literature: Robbins et al., <i>Fundamentals of Management</i> (Chapter: 14; pages 346-367). <i>The e-book is available in the VMA system.</i> Role-playing exercises and case study analysis.
Total	32		16				48	82	

Assessment strategy	Weight %	Deadline	Assessment criteria
Midterm test		Mid-semester	The test consists of <u>20 open and closed questions</u> . Each question is worth 0.2 points. <i>Partial answers or partially completed complex questions receive 0.1 points.</i>
Seminar assignment – organizational case study		During semester seminars	Students are required to conduct a <u>case study</u> analysis of a selected organization and/or its manager based on the course topics (<i>planning, organizing, leadership</i>). The case study is carried out in groups of up to 4 members and presented during seminars. <i>Groups are formed, and presentation schedules are arranged within the first two weeks of the semester.</i> Assessment criteria: comprehensive and logical presentation of the topic, originality of the presentation, understanding of the presented topic, responses to questions from opponents, communication with the audience, and engagement of the audience in the discussion. Students are assessed by the seminar instructor.
Final test – exam		During the exam period	The test consists of <u>20 open and closed questions</u> . Each question is worth 0.2 points. <i>Partial answers or partial responses to complex questions receive 0.1 points.</i>

The final grade is calculated by summing the results of the midterm test, seminar work, and the final exam.
All three assessments are mandatory for the final grade calculation (*students who fail to complete the seminar work or midterm test are not allowed to take the final exam*).

Author (-s)	Publishing year	Title	Issue of a periodical or volume of a publication	Publishing house or web link
Required reading				
Stephen P. Robbins, David A. DeCenzo, Mary Coulter	2013	Fundamentals of management: essential concepts and application	8 th edition	Pearson Education Limited
University of Minesota	2019	Principles of Management	<i>Open access:</i> https://open.lib.umn.edu/principlesmanagement/	University of Minesota Libraries
Recommended reading				
Burkus, D.	2020	Naujasis vadovavimas: kaip lyderiaujančios organizacijos griaua nusistovėjusią tvarką		Poligrafija ir informatika
Miniutaitė, A.; Staškevičius, I.	2019	Lyderystė		Vilnius: Tyto alba
Maxwell, J.C.	2019	Lyderystės pokyčiai. 11 esminių pokyčių, kuriuos turi suprasti kiekvienas lyderis		Vilnius: Eugrimas