



## COURSE UNIT (MODULE) DESCRIPTION

Course unit (module) title	Code

Academic staff	Core academic unit(s)
<b>Coordinating: Dr. Dovilė Balevičienė</b>	Kaunas faculty Institute of Social Sciences and Applied Informatics

Study cycle	Type of the course unit
First	Compulsory

Mode of delivery	Semester or period when it is delivered	Language of instruction
Classroom, hybrid, virtual	1	Lithuanian, English

Requisites	
<b>Prerequisites:</b>	<b>Co-requisites (if relevant):</b>

Number of ECTS credits allocated	Student's workload (total)	Contact hours	Individual work
5	52	130	78

Purpose of the course unit		
To develop the ability to understand and apply classical and modern management theories within organizations; to analyze and evaluate organizational environments; to make decisions that effectively address problems while aligning with organizational goals; to strengthen skills in planning, organizing, leading, and controlling activities; and to foster teamwork in developing innovative solutions to organizational challenges.		
Learning outcomes of the course unit	Teaching and learning methods	Assessment methods
Will possess knowledge of classical and modern management theories and be able to apply them in designing managerial tools that support the achievement of organizational goals.	Problem-based teaching, demonstration, active learning methods (group discussion), research methods (information search, preparation of an individual assignment).  Active learning methods (group discussion, idea presentation [elevator pitch]), research methods (information search, case analysis, preparation of a group project).	Mid-term exam, evaluation of an individual assignment.
Will be capable of analyzing both internal and external organizational environments and forecasting performance indicators to support effective decision-making.		Mid-term exam, evaluation of a group project assignments.
Will have a clear understanding of classical management functions—planning, organizing, leading, and controlling—and their application across various areas of organizational management.		
Will be able to plan organizational management strategically, tactically, and operationally, while responsibly setting priorities to ensure the achievement of goals.		Final exam, evaluation of a group project assignments.
Will understand the role of human and social capital in driving organizational effectiveness and development, as well as the importance of organizational culture, corporate social responsibility, and stakeholder engagement.		

Will be able to collaborate effectively in teams, actively contribute new ideas, and provide well-reasoned, innovative solutions to organizational challenges.		Evaluation of a group project assignments.
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Content	Contact hours							Individual work: time and assignments	
	Lectures	Tutorials	Seminars	Workshops	Laboratory work	Internship	Contact hours, total	Individual work	Tasks for individual work
<b>1. Introduction to studies.</b> The concept and characteristics of organizational management. The need for management in organizations. Levels of management.	2						2		
<b>2. Development of management theories.</b> Early reflections on management. Classical organizational theories, classical socio-psychological theories, early empirical theories, classical systems theory, and the latest management theories. Case study: Ford.	12		6				16	30	Presentation of the individual assignment (analysis of scientific literature on a specific management theory) based on: Stoner J.A.F., Freeman R.E., Gilbert D.R. Jr. (1995), Management, p.27–59 and Trompenaars F., Coebergh P.H. (2014) 100+ Management Models.
<b>3. Origins of management science in Lithuania.</b>	1						1		
<b>4. Elements and characteristics of the organizational environment.</b> Internal and external environment. Organizational culture. Corporate social responsibility. Stakeholders. Case studies: McDonald's and the Olympic Games, with short analyses of Nestlé, Google, Nike, Microsoft, Walmart, and BP.	4						4	6	Presentation of the group project assignments based on: Stoner J.A.F., Freeman R.E., Gilbert D.R. Jr. (1995), Management, p.60–86.
<b>5. Management functions:</b> planning, organizing, leading, and controlling.	1						1		
<b>6. Planning.</b> Decision-making and the rational decision-making model. Goal setting: purpose and hierarchy of goals. Operational, tactical, and strategic planning. Time planning. Case studies: Starbucks and Ignitis.	2		2				4	6	Presentation of the group project assignments based on: Schermerhorn J. R. Jr., Bachrach, D.G. (2020), Management, p. 217-236, 283-303. Samson D. et al. (2021), Management, p. 277-361, 399-447, 614-741, 784-861. Griffin R.W., (2021), Fundamentals of Management, p. 68-88, 100-118, 159-190, 223-249, 425-453. Kreitner R., Cassidy C., (2011), Management, p. 182-207, 294-323.
<b>7. Organizing.</b> Organizational design and structure. Types of organizational management structures. Centralization and decentralization. Distribution of power and authority. Human resource management. Change management. Case study: Google.	2		2				4	6	
<b>8. Leading.</b> Leadership theories and styles. Leadership. Teams and teamwork. Communication and negotiation. Conflict management. Motivation. Case study: Virgin.	2		2				4	6	
<b>9. Controlling.</b> Designing control systems. Control processes and methods. Auditing. Case studies: IKEA, Amazon, and “Factory of the World.”	2		2				4	6	

10. <b>Management of production processes.</b> Process management. The Lean system. Management of technological innovation development and implementation.	2						2		
11. <b>Specifics of managing profit and non-profit organizations.</b> Legal forms of organizations, establishment procedures, and funding sources. The organization of the future. Management trends in organizations.	2		2				4	6	Presentation of the group project assignment based on laws regulating the legal form of companies ( <a href="https://companyformationlithuania.com/lithuanian-companies-types/">https://companyformationlithuania.com/lithuanian-companies-types/</a> ) and Republic of Lithuania Law on Companies
12. <b>Preparation for exam</b>		4					4	12	
<b>Total</b>	<b>32</b>	<b>4</b>	<b>16</b>				<b>52</b>	<b>78</b>	

Assessment strategy	Weight %	Deadline	Assessment criteria
Group project	35%	Weeks 6–16 of the semester	<p>During the seminars, students present one assignment at the time. In total, there are five assignments that together constitute the group project.</p> <p>The following aspects of the group work are assessed:</p> <ul style="list-style-type: none"> <li>• <b>Adequacy and originality of the solutions presented – 25%:</b> The work should provide a thorough and factual analysis of the problem under study, including collected data and/or solutions identified by authors, along with proposed solutions and recommendations (25%). If the analysis is superficial or conclusions and solutions are not specific and well-developed – 15%. Deliberate distortion of factual material or plagiarism is strictly prohibited – 0%.</li> <li>• <b>Compliance with academic writing standards – 10%:</b> The work must include all required sections, have an appropriate structure and length, and be written in proper academic language (10%). Failure to meet these academic writing standards will result in a grade of 0%.</li> </ul> <p><b>Failure to submit the written assignment – 0%.</b></p> <p>Artificial intelligence tools may be used for group written assignments, provided their usage is disclosed and aligned with the "Guidelines for Using Artificial Intelligence at Vilnius University" (<a href="https://www.vu.lt/site_files/SPN-54_2024_priedas.pdf">https://www.vu.lt/site_files/SPN-54_2024_priedas.pdf</a>).</p>
Individual written assignment	15%	Weeks 2–5 of the semester	<p>During the seminar, students present a management theory and the contribution of a prominent management scholar or practitioner to this theory and to the field of management.</p> <p>The following aspects of the group work are assessed:</p> <ul style="list-style-type: none"> <li>• <b>Adequacy and originality – 10%:</b> The work should provide a thorough and critical analysis of the selected theory, including relevant data on the specific author, clearly demonstrating the author's contribution to both the theory and management science (10%). If the analysis is superficial or the conclusions are vague and underdeveloped – 5%. Deliberate distortion of factual material or plagiarism is strictly prohibited – 0%.</li> <li>• <b>Compliance with academic writing standards – 5%:</b> The work must include all required sections, have an appropriate structure and length, and be written in proper academic language (5%). Failure to meet these academic writing standards will result in a grade of 0%.</li> </ul> <p><b>Failure to submit the written assignment – 0%.</b></p> <p>Artificial intelligence tools may be used for individual written assignments, provided their usage is disclosed and aligned with the "Guidelines for Using Artificial Intelligence at Vilnius</p>

			University" ( <a href="https://www.vu.lt/site_files/SPN-54_2024_priedas.pdf">https://www.vu.lt/site_files/SPN-54_2024_priedas.pdf</a> ).
Mid-term exam	30%	Week 10 or 11 of the semester	<p>The mid-term exam consists of up to 10 open-ended and up to 10 closed-ended questions, each with varying weight. Closed-ended questions are graded at 1%, while open-ended questions are weighted differently depending on their complexity. Grading is as follows:</p> <p><b>25–30%:</b> All closed-ended questions answered; concepts in open-ended questions are thoroughly and critically explained; the scientific discussion of the studied material is summarized; a well-reasoned individual perspective on the topics is provided.</p> <p><b>19–24%:</b> Some closed-ended questions are unanswered; concepts are thoroughly and critically explained; the discussion of the studied material is summarized; the individual perspective shows occasional terminology inaccuracies or ambiguities.</p> <p><b>13–18%:</b> Some closed-ended questions are unanswered; concepts are only partially explained and logically connected; the scientific discussion is critically evaluated; the individual perspective is not always well-argued; one question is unanswered or some are incompletely answered.</p> <p><b>7–12%:</b> Some or all closed-ended questions are unanswered; concepts presented do not demonstrate understanding; the individual perspective is unsubstantiated or absent; some authors' ideas are repeated descriptively.</p> <p><b>0–6%:</b> Closed-ended questions are unanswered; ideas are unsubstantiated; terms are used incorrectly; knowledge of the studied topic is not demonstrated.</p> <p>The use of artificial intelligence tools during the mid-term exam is prohibited.</p>
Final exam	20%	During the exam session	<p>The final exam consists of up to 10 open-ended and up to 10 closed-ended questions, each with varying weight. Closed-ended questions are graded at 1%, while open-ended questions are weighted differently depending on their complexity. Grading is as follows:</p> <p><b>17–20%:</b> All closed-ended questions answered; concepts in open-ended questions are thoroughly and critically explained; the scientific discussion of the studied material is summarized; a well-reasoned individual perspective on the topics is provided.</p> <p><b>13–16%:</b> Some closed-ended questions are unanswered; concepts are thoroughly and critically explained; the discussion of the studied material is summarized; the individual perspective shows occasional terminology inaccuracies or ambiguities.</p> <p><b>9–12%:</b> Some closed-ended questions are unanswered; concepts are only partially explained and logically connected; the scientific discussion is critically evaluated; the individual perspective is not always well-argued; one question is unanswered or some are incompletely answered.</p> <p><b>5–8%:</b> Some or all closed-ended questions are unanswered; concepts presented do not demonstrate understanding; the individual perspective is unsubstantiated or absent; some authors' ideas are repeated descriptively.</p> <p><b>0–4%:</b> Closed-ended questions are unanswered; ideas are unsubstantiated; terms are used incorrectly; knowledge of the studied topic is not demonstrated.</p> <p>The use of artificial intelligence tools during the final exam is prohibited.</p>
<p>A student's knowledge and skills are evaluated during the exam session only if they have completed the required tasks and met the interim assessment criteria during the semester.</p> <p>Grades for all interim assessments and the final exam are given on a scale of 1 to 10. To pass the course:</p> <ul style="list-style-type: none"> <li>• All interim assessment scores must be at least 5.</li> <li>• The exam score must also be at least 5.</li> </ul> <p>Students may use AI for:</p> <ul style="list-style-type: none"> <li>• Searching for and gathering scientific literature;</li> <li>• Managing references and the bibliography for written work;</li> </ul>			

- Visualizing data used in written work;
- Correcting the language of the text.

The use of AI is prohibited for:

- Creating the original text of written work – i.e., direct writing. All work must be original and written by the student;
- Creating literature analysis;
- Generating or interpreting results without including the student's own analysis and evaluation.

Disclosure of AI usage:

- In the introduction of the thesis, when describing the methods used, students must clearly indicate which AI tools were used and how they were applied in writing their final thesis.
- Parts of the work generated by AI (e.g., data visualizations) must be identified, specifying the AI tool used (see also the *Guidelines for the Use of Artificial Intelligence at Vilnius University*, approved by the University Senate on June 18, 2024, Resolution No. SPN-54).

Author (-s)	Publishing year	Title	Issue of a periodical or volume of a publication	Publishing house or web link
<b>Required reading</b>				
Griffin R.W.	2021	Fundamentals of Management		Cengage Learning
Samson D., Donnet, T., Daft R.F.	2021	Management		Cengage Learning Australia
Schermerhorn J. R. Jr., Bachrach, D.G.	2020	Management		John Wiley and Sons, Inc.
Trompenaars F., Coebergh P.H.	2014	100+ Management Models		Infinite Ideas
Kreitner R., Cassidy C.	2011	Management		South-Western, Cengage Learning
Stoner J.A.F., Freeman R.E., Gilbert D.R. Jr.	1995	Management		Pearson Education
<b>Recommended reading</b>				
Hitt M.A., Ireland R.D., Hoskisson R.E.	2023	Strategic Management: Concepts and Cases: Competitiveness and Globalization		Cengage Learning
Hill C.W.L., Schilling M.A., Jones G.R.	2023	Strategic Management: Theory: An Integrated Approach		Cengage Learning
Mathis R.L., Jackson J.H., Valentine S.L., Meglich P.	2023	Human Resource Management		Cengage Learning
Hamilton, L., Mitchell L., Mangan A.	2019	Contemporary Issues in Management, Second Edition– A Critical Management Approach		Edward Elgar Pub
Haines S.	2016	The Systems Thinking Approach to Strategic Planning and Management		CRC Press LLC
Drucker P.	2012	The Practice of Management		Elsevier