

Syllabus “MODERN MANAGEMENT TECHNOLOGIES”

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Department responsible for the course or equivalent: Institute of Management in Economic, Ecological and Social Systems; Management and Innovative Technologies Department

Level of course unit: Bachelor level, Master level

ECTS credits: 6

Course Description

This course covers theoretical knowledge and practical skills development in organization and management in modern organizations from managerial, organizational, technological, social, human resource and psychological positions

Objectives

- system view approach creation of various aspects of the structure, management and functioning of the modern organization at all its levels;
- acquire the skills of analytical and empirical research of existing organization and management technologies' processes, development and justification of proposals for their improvement;
- management technologies development about the essence of strategies process for the modern organization development as a whole and its individual units;
- decision-making technologies development for various forms of ownership, organization of creative teams, solving organizational and management tasks;
- obtaining knowledge of the psychological and managerial technologies range, which is necessary and sufficient to ensure a systematic analysis of management activities, organizational and substantive management parameters;
- study of the people behavior in various situations arising during the labor process, mastering the skills of managing the behavior of people in the process of work and finding ways to improve the efficiency of their activities.
- ability to anticipate the behavior of individuals and groups during team management in organizations based on the teamwork technologies knowledge and intuition of the manager,
- ability to manage project, including project organization and responsibilities, organizational models' selection; scope management, time management, cost management technologies; progress and performance management activities and risk management technologies.

Course contents

Session 1. Management: Definition and Overview

• Definition of management; • Manager job titles; • Management functions; • Management skills; • Managerial and technical activities at different levels of management; • Key management concepts; • Management process; • Management skills and competencies; • Personal competencies for managerial success.

Session 2. Managing organization planning

• Competitive advantage; • Strategic planning process; • SWOT analysis; • Stakeholders; • Factors inside the organization; • Factors outside the organization; • Grand Strategy; • Mission statements; • Action/implementation plan; • Not-for-profit note; • Strategic planning diagram; • Turning a challenge into a learning curve.

Session 3. Functions of Management

• Management process; • Cyclic nature of the management process; • Planning. Strategic planning; • Operational planning; • Controlling; • Management control; • Designing project

controls; • Evaluation and feedback; • A system for managing for results; • Hierarchy of objectives; • Psychological contract.

Session 4. Management Decision-Making

• Linear thinking systems; • Thinking types of managerial decisions; • Levels of decision-making in an organization; • Strategic decision-making; • Administrative decision-making; • Operational decision-making; • Styles of decision-making; • Problem avoider; • Problem solver; • Problem seeker; • Risk and uncertainty; • Decision-making under different conditions.

Session 5. Social Management

• Theoretical arguments against social responsibility; • Practical arguments against social responsibility; • Theoretical arguments for social responsibility; • Practical arguments for social responsibility; • Degrees of corporate social responsibility involvement; • Social obligation approach; • Social responsibility approach; • Social responsiveness approach; • Typical behavior of each level of social concern; • Social audit; • Types of social audit; • Areas of social concern in current management practice.

Session 6. Human Resources Management

• Functions of human resources management; • Vertical career path; • Horizontal career path; • Techniques for recruiting people within the organization; • Techniques for recruiting people from outside the organization; • Employee selection process; • Compensation; • Training and development; • On-the-job methods of development; • Off-the-job training; • Research and audit; • Separations.

Session 7. Team management. Work Group Dynamics and Creativity

• Micro and macro organizational views; • Basic characteristics of groups; • Span of control; • Basic group forms; • Committee chairperson; • Committee members; • Development stages of groups; • Specific characteristics of groups; • Groups and creativity.

Session 8. Project Management

• Project management and process management; • Project organization and responsibilities; • Organizational models; • Project scope management; • Project time management; • Project cost management; • Project plan; • Progress and performance management; • Project monitoring, evaluation and control; • Risk management.

Session 9: Group Project Presentation

Learning outcomes

- key management concepts and their impact on the organization;
- external and internal environment analyses of the organization;
- management technologies development analyses, strategic management and proposals for improvement of its effectiveness;
- decision-making technologies analysis of the competitive environment sector;
- social responsibility of the organization and the role of social management technologies;
- human resources management methods and technologies of the organization, organization of team interaction while completing management tasks.

Teaching Style

Theory and practice of modern management technologies will be investigated through lecture/class discussion and case study examination. The course is intensive and interactive. There are several textbooks for this course, also, a case pack with required and suggested readings and cases will be available. A willingness to discuss, critique and challenge views is also necessary. Most materials (cases and readings) will be e-mailed to students. The course will use a variety of methods including lectures, case studies, work groups, discussions and team project. Links for additional resources are given at the end of this syllabus.

Project

Within the course the group project on organization management analyses will be presented as a final case study focusing on providing students with research program in domestic and international business, including communication, team building and motivation in international business projects, as well as application of modern management technologies.

This group research project on organization management analyses:

- collecting data in selected business,
- analyzing the internal and external environment for selected business and management technologies' processes,
- classified modern management technologies of selected business from managerial, organizational, technological, social, human resource and psychological positions,
- providing recommendations for selected business improvement, taking into account modern management technologies,
- making the final report.

Grading

Grade Component	Individual / Group	Weight
Class Participation	Individual /Group	30%
Case Assignments	Individual	30%
Final Case write-up	Group	40%

Assessment methods and criteria

Criteria for evaluation:

Class Participation

- 26-30 points to the students demonstrating a thorough understanding of the problem comprehensively, consistently, correctly and logically presenting the theoretical material; correctly formulating the definition of topic questions; correctly formulating opinions during topic discussions in the group.
- 21-25 points to the students demonstrating considerable understanding of the problem, knowledge of the basic theoretical concepts; fairly consistently, correctly and logically presenting the material of topic questions; formulating opinions during topic discussions in the group.
- 11-20 points to the students demonstrating considerable understanding of the problem, knowledge of the basic theoretical concepts; fairly consistently, correctly and logically presenting the material of topic questions; not participating in topic discussions in the group.
- 0-10 points to the students demonstrating a partial understanding of the problem, a general knowledge of the material being studied by topic questions; not participating in topic discussions in the group.

Case Assignments

- 16-30 total points evaluation of "passed" is given to the students if the decision is consistent formulated, if there is a deeper problem conceived, if he demonstrates an original approach (innovation, creativity); registered alternatives, if there is the possibility of the result use;
- 0-15 total points total evaluation of "not passed" " is given to the students if the decision does not meet the ideas of modern management technologies course, is not adequate; is not sound and doesn't predict difficulties; is not applicable in practice.

Final Case write-up

- Assessment of "excellent" (35-40 points) is given to the student if he introduces a clear thesis or a clear statement of the position consistently settled into a well-organized final case study; presents a balanced argument supported with information; raises important questions; analyzing and convincing conclusions; there are no conceptual errors.
- Assessment of "good" (29-34 points) is given to the students if he introduces basic requirements for the final case study, but permit shortcomings. In particular, there are inaccuracies in the presentation of the material; there is no logical sequence in the judgment.

- Evaluation of "satisfactory" (22-28 points) is given to the students if the final case study's topic is disclosed not enough; specific position are not given; information is inaccurate, mechanical errors seriously impedes understanding.
- Evaluation of "unsatisfactory" (less than 22 points) is given to the students if the final case study topic does not match, reveals a significant lack of understanding of the problem, arguments are scattered, inconsistent, many dubious or erroneous facts, the text is untidy and hard to read, a lot of grammatical and spelling errors.

Course literature (recommended or required)

Montana, P.J., Charnov B.H. Management. – 5th ed. – New York: Barron's Educational Series, 2015. – 556 p. – (Business review books). - ISBN 978-1-4380-0482-2

Rode S. Modern Microeconomics - 1st edition. Ventus Publishing, Bookboon, 2013 — 231 p. ISBN: 978-87-403-0419-0

Hunger D., Wheelen T.L. Essentials of Strategic Management. Prentice Hall – 2010, 208 p. ISBN: 978-01-3600-669-5

Introduction to Human Resource Management
http://dphu.org/uploads/attachements/books/books_1493_0.pdf

Monahan G.E. Management decision making: spreadsheet modeling, analysis and applications. Cambridge University Press, 2000. 752 p. – ISBN 0-521-78118-3

Passenheim O. Project Management - 1st Edition. — Bookboon, 2009. — 126 p. ISBN 978-87-7681-487-8

Patterson C. Management Brifs. Management and Leadership Theory Made Simple. Ventus Publishing, Bookboon, 2010. — 64 p. — ISBN: 978-87-7681-547-9

Porter A. Operations management. Ventus Publishing, Bookboon, 2009. — 64 p. — ISBN: 978-87-7681-464-9

Quinn S. Management Basics - 1st edition. Ventus Publishing, Bookboon, 2010. — 75 p. — ISBN: 978-87-7681-717-6

Senyucel Z. Managing the Human Resource in the 21st century. Bookboon, 2009. — 77 p. ISBN 978-87-7681-468-7