

# Introduction to Business and Management

Lecturer: Sergey A. Barcov

Class teacher: Sergey A. Barcov

## Course description

The course provides a review of management as an area of theoretical development as well as a field of practice. It comprises classical management theories and modern approaches to organisation and business. Main blocks of the course are functions of management, managerial processes and interaction between organisations and their environment. The course includes elements of organisational behaviour. Business cases are used as application of theoretical concepts.

## Teaching objectives

The main objective of the course is to present modern concepts of management to the students and help to develop skills in analysis of business organisations both in terms of their internal functioning and interaction with the environment.

## Teaching methods

The following methods and forms of study are used in the course:

- lectures
- classes
- written home assignments (1 per month)
- self-study

## Grade determination

A grade is calculated as weighted average with the following weights:

First semester:

- 30% — classwork and written home assignments;
- 30% — midterm examination;
- 40% — winter examination.

Final grade:

- 35% — first semester;
- 5% — spring classwork and written home assignments;
- 10% — spring midterm examination;
- 50% — final examination.

## Main reading

1. Daft R.L. Management. 5th ed. — Fort Worth: The Dryden Press, 2000.
2. Mullins L.J. Management and Organisational Behaviour. 5th ed. — Harlow (England): Prentice Hall, 1999.
3. Needle D. Business in Context. An Introduction to Business and Its Environment. 3rd ed. — London: Business Press, 2000.
4. Robbins S.P., Coulter M. Management. 7th ed. — Upper Saddle River: Prentice Hall, 2002.
5. Rosenfeld R.H., Wilson D.C. Managing Organizations. 2nd ed. — London: McGraw-Hill, 1999.
6. Мескон М. Х., Альберт М., Хедоури Ф. Основы менеджмента / Пер. с англ. — М.: Дело, 2006.

## Course outline

### 1. Definition of Business and Management

Definition of management. Differences between manager and entrepreneur. Intrapreneurship. Manager as a decision maker. Manager and property rights. Hierarchy of management in organisation: top-management, middle management, junior-level managers. Four management functions. Management in practice: management dilemma.

Social and economic role of management. Management and modern civilisation. Manager's revolution. Business management and politics. Managers in transition economy.

*[Daft, Ch. 1], [Мескон, гл. 1].*

### 2. The Evolution of Business organisations and the Management Thought

Examples of effective management in earlier epochs. Business and industrial revolution. Businessmen and managers in XVIII and XIX centuries. National peculiarities in the development of business organisations. Russian business in pre-revolution epoch. Soviet style of management.

Scientific management. Bureaucratic organisations. Administrative principles. Human relation movement. Behavioural science approach. Management science perspective. System theory. Contingency approach. Total quality management. The learning organisation.

*[Daft, Ch. 2], [Mullins, Ch. 3], [Rosenfeld, Ch. 2].*

### **3. The Management Role**

Manager as a strategic thinker. Manager as a leader. Manager as a coach. Manager as a controller. Manager as a communicator. Manager as administrator.

Counterparts of managers: shareholders, personnel, trade-unions, local and central government, non-profit organisations, politicians etc.

Manager's skills.

*[Daft, Ch. 1], [Mullins, Ch. 6, 7], [Rosenfeld, Ch. 23].*

### **4. Functional Areas of Management**

Marketing. Operation management. Human resource management. Information management. Financial management. Co-ordinating of different functions. Social and technical elements of the firm. Personnel as a key element of contemporary business.

*[Needle, Ch. 6, 7, 8, 9], [Daft, Ch. 13, 20–23], [Mullins, Ch. 19, 20], [Rosenfeld, Ch. 3].*

### **5. Organisation Structure and Power**

Work specialisation. Chain of command. Span of management. Delegation. Types of the organisation structures. Centralisation and decentralisation. Departmentalisation. Organisation structure and environment.

Power, authority and responsibility. Perspectives on organisational power. French-Raven model. Managerial control. Classification of control systems.

*[Daft, Ch. 10, 11], [Mullins, Ch. 16, 17, 21], [Rosenfeld, Ch. 11, 12, 15], [Needle, Ch. 3].*

### **6. Communication in the Organisation**

Communication as a feedback process. Information noise. Interpersonal communication and communication skills.

Organisational communication. Vertical and horizontal flows of information. Information technology: advantages and problems.

*[Daft, Ch. 18], [Лютенс, гл. 15], [Robbins, Ch. 11].*

### **7. Managerial Decision-making**

Types of decisions and problems. Decision-making models: classical, administrative, political. Decision-making steps. Vroom-Jago model. Risk in decision-making. Garbage-can theory. Group decision-making techniques. Conformity and groupthink.

*[Daft, Ch. 9], [Rosenfeld, Ch. 10], [Robbins, Ch. 6].*

## 8. Strategy and the Organisation

Concept of strategic management. Strategy and organisational domain. Mission and vision. Steps of strategic management. Scenario versus strategic planning. Levels of strategy. Implementing strategy.

*[Daft, Ch. 8], [Mullins, Ch. 5 ], [Rosenfeld, Ch. 18], [Needle, Ch. 4].*

## 9. Motivation

The concept of motivation. Historical evolution of the approach to motivation. Content perspectives on motivation. Maslow hierarchy of needs theory. Alternative content theories. Process perspectives on motivation. Equity theory. Expectancy theory.

Reinforcement perspective on motivation. Job design for motivation. Job rotation. Job enlargement. Job enrichment. Job characteristics model.

*[Daft, Ch. 17], [Mullins, Ch. 12], [Rosenfeld, Ch. 5]*

## 10. Managing Groups and Teams

Group behaviour. Roles and role behaviour. Multiple roles: conflict and ambiguity. Socialisation and the pressure to conform in groups. Milgram studies of obedience to authority.

What is team. Types of teams. Team's role structure (Belbin model). Stages of team development. Team building. Benefits and costs of teams.

*[Daft, Ch. 19], [Mullins, Ch.14], [Rosenfeld, Ch. 8, 9]*

## 11. Managing Organisational Change and Innovation

Levels of organisational change. Levin's three step model: unfreezing, moving, refreezing. Planned change and contingency approach. Sources of resistance to change. Organisation development as a method of organisational change.

Reengineering. Sustem approach to organizational change.

Learning organisation and continuous organisational change.

*[Daft, Ch. 12], [Mullins, Ch. 22], [Rosenfeld, Ch. 14], [Needle, Ch. 5]*

## 12. Corporate and National Culture

The concept of corporate culture. Shein's model of corporate culture: artefacts, values, basic assumptions. Morgan's images of the organisation. Functions of the corporate culture. Developing corporate culture.

National culture and management. Hofstede's dimensions of national business culture. Trompenaars's approach to culture types. Culture shock. Universalism versus particularism in management.

*[Daft, Ch. 3, 4], [Mullins, Ch. 22], [Rosenfeld, Ch. 13,20, 21]*

### 13. Approaches to understanding business organisation

A multidisciplinary view of business and management. Sociological interpretation of business processes. The anthropology of organisations. Management and modern psychology. Economic approaches to organisation. The firm in market economy. Objectives of the firm. Market structures. Competition.

*[Needle, Ch. 2], literature on economics*

### 14. Ethics in Management

Ethical approaches: utilitarian approach, social rights approach, justice approach, individualism approach. Factors affecting ethical choices. Social responsibility. Sponsorship. Corporation as a member of society.

Business and social problems: social insurance, health care, ecology, human rights ect. Business and arts, sports, religion.

Corporate ethics. Codes of ethics. Evaluation of corporate social performance.

*[Daft, Ch. 5], [Мескон, гл.5], [Robbins, Ch. 5]*

### 15. Management in the 21st Century

Management in post-industrial society. Small and large organisations. New organisational structure. Problems of carrier making. Profit-sharing and new patterns of motivation. Participation-management. Corporate governance problem. New roles of managers. Globalisation and management. Knowledge management.

*[Rosenfeld, Ch. 22, 23, 24], [Robbins, Ch. 4]*

## Distribution of hours

#	Topic	Total hours	Contact hours		Self study
			Lectures	Seminars	
1.	Definition of Business and Management	14	4	4	6
2.	The Evolution of Business organisations and the Management Thought	14	4	4	6
3.	The Management Role	20	4	4	12
4.	Functional Areas of Management	14	4	4	6
5.	Organisation Structure and Power	20	4	4	12
6.	Communication in the Organisation	14	4	4	6
7.	Managerial Decision-making	28	8	8	12
8.	Strategy and the Organisation	14	4	4	6

#	Topic	Total hours	Contact hours		Self study
			Lectures	Seminars	
9.	Motivation	20	4	4	12
10.	Managing Groups and Teams	14	4	4	6
11.	Managing Organisational Change and Innovation	14	4	4	6
12.	Corporate and National Cul- ture	14	4	4	6
13.	Approaches to understanding business organisation	16	4	4	8
14.	Ethics in Management	16	4	4	8
15.	Management in the 21st Cen- tury	28	8	8	12
Total:		270	68	68	134