



ISB - INTERNATIONAL SCHOOL OF BUSINESS

DEPARTMENT OF MANAGEMENT
COURSE TITLE: INTRODUCTION TO MANAGEMENT
COURSE CODE: BUMAIM250
3 Semester Credits

1. DESCRIPTION

This introductory course provides an overview of management functions and managerial problem-solving strategies. Students will be instructed in the areas such as the qualities of successful managers, elements of strategic decision-making at various levels of an organization, global business issues, goal-setting processes, and basic business controls. This course also teaches the fundamental principles of management built on human relations in order to manage and lead people effectively, resolve conflicts, and build productive teams.

2. OBJECTIVES

Upon successful completion of this course students will:

- Learn about different thoughts in the evolution of management theories
- Understand the importance of the external environment facing a manager, and explain its influences on the manager's work
- Gain knowledge on the decision-making process
- Compare different techniques in managing strategies and learn how to use marketing as a fundamental tool
- Recognize ethical and social responsibilities in a business context
- Design organizational practices that motivate employees using major theories of motivation
- Identify characteristics of effective leaders

3. REQUIREMENTS

There are no prerequisites for this course.

4. METHOD

This course consists of lectures, class discussions, projects. Mediums for instruction used will include, but are not limited to, interactive and hands-on activities which challenge thought processes, academic texts and studies, videos, slides, guided problem solving, and experiential and/or field learning activities where applicable.

5. TEXTBOOK - FURTHER READINGS - RESOURCES

TEXTBOOK (Copy available at the university library):

- Boddy, Andrew. *Management: an Introduction*, Pearson, 2014.

The textbook is mandatory for successful completion of the course.

Where applicable, additional materials, handouts and/or notes will be provided by the instructor.

FURTHER READINGS

- Schermerhorn, John R. *Introducing Management*, The Wiley/Wall Street Journal series, 2000.
- Rebecca, Zelermeyer. *Gallery Management*, New York Syracuse University Press, 1976.
- Woods Robert H. *Quality Leadership and Management in the Hospitality Industry*, Educational Institute of the American Hotel, 1996.
- Woods Robert H. *Managing Hospitality Human Resources*, Educational Institute, American Hotel & Lodging Association, 2006.

LIBRARIES IN FLORENCE

Please consult the posted schedules for official opening times of the university library. Also note that the library is for consultation only and it is not possible to borrow materials. The library is equipped with a scanner and internet access so that you may save or email a digital copy of the pages needed.

Students may also utilize additional libraries and research centers within the local community:

BIBLIOTECA PALAGIO DI PARTE GUELFA

Located in Piazzetta di Parte Guelfa between Piazza della Repubblica and Ponte Vecchio. Please consult the library website for hours of operation:

http://www.biblioteche.comune.fi.it/biblioteca_palagio_di_parte_guelfa/

BIBLIOTECA DELLE OBLATE

Located in via dell'Oriuolo 26. Please consult the library website for hours of operation:

www.bibliotecadelleoblate.it

THE HAROLD ACTON LIBRARY AT THE BRITISH INSTITUTE OF FLORENCE

Located in Lungarno Guicciardini 9. Please consult the library website for hours of operation. This library requires a fee-based student membership. For information: www.britishinstitute.it/en

6. FIELD LEARNING

Please consult your Official Registration for any mandatory field learning dates. Field Learning Activities cited in Official Registrations are an integral part of the course and also include an assignment that counts towards your final grade, details will be provided on the first day of class.

7. COURSE MATERIALS

No additional course materials are necessary.

8. COURSE FEES

Course fees cover course-related field learning activities, visits, and support the instructor's teaching methodologies. Book costs are not included in the course fee. The exact amount will be communicated by the instructor on the first day of class.

9. EVALUATION - GRADING SYSTEM

10% Attendance

15% Participation and Readings

20% Assignments/Presentation/Paper

20% Midterm Exam, Field Learning Project (if applicable), Special/Research Project (if applicable)

10% Final Project

25% Final Exam

A = 93-100 %, A- = 90-92%, B+= 87-89%, B = 83-86%, B-=80-82%, C+ = 77-79%, C=73-76%, C-

=70-72%, D = 60-69%, F= 0-59%, W = Official Withdrawal, W/F = Failure to withdraw by the designated date.

10. ATTENDANCE - PARTICIPATION

Academic integrity and mutual respect between instructor and student are central to the academic policy and reflected in the attendance regulations. Student presence is mandatory and counts toward the final grade.

Absences are based on academic hours: 1 absence equals 3 lecture hours.

Two absences: 6 lecture hours, attendance and participation grade will be impacted.

Three absences: 9 lecture hours, the final grade may be lowered by one letter grade.

Four absences: 12 lecture hours, constitutes automatic failure of the course regardless of when absences are incurred.

Please note:

- The above hours refer to lecture hours. Please note that the contact / credit hour policy in the academic catalog includes additional distribution ratios according to delivery category. Ex: 1 absence equals 6 FL/SL/Lab hours or 9 EL hours.

- Hours may be distributed in different formats according to the academic course schedules.

LATE ARRIVAL AND EARLY DEPARTURE

Arriving late or departing early from class is not acceptable. Two late arrivals or early departures or a combination will result in an unexcused absence. Travel is not an exceptional circumstance.

TRAVEL (OR DELAYS DUE TO TRAVEL) IS NEVER AN EXCUSE FOR ABSENCE FROM CLASS.

It is the student's responsibility to know how many absences are incurred. If in doubt, speak with your instructor!

Participation: Satisfactory participation will be the result of contributing to class discussions by putting forth insightful and constructive questions, comments and observations. Overall effort, cooperation during group work, proper care of work space and tools, responsible behavior, and completion of assignments will be assessed. All of the above criteria also apply to Field Learning and site visits.

11. EXAMS - PAPERS - PROJECTS

Attendance and participation

Satisfactory participation will be the result of contributing to class discussions by putting forth insightful and constructive questions, comments and observations. Overall effort, cooperation during group work and in-class activities, responsible behavior, and completion of assignments will be assessed.

Reading and quizzes

Along with participation, reading accounts for 15% of the final course grade. Reading of the text book is mandatory for successful completion of the course, further reading is highly recommended. Regular reading quizzes have been designed to ensure that you are completing the reading and engaging in active learning and critical thinking about course concepts outside of class. They are also designed to help you prepare for the final exam in manageable increments. Quizzes may be open-note, which means you may use your notes to assist you in taking the quiz. Notes must be originals (not photocopied) and in your own handwriting. Quizzes will NOT be open book.

Exams

The **Midterm** exam accounts for 20% of the final course grade whilst the **Final** exam accounts for 25% of the final course grade.

Format (for both exams): the exam is divided into three sections:

- Part I: 10 Multiple choice questions. Each correct answer is worth 2 points, for a total of 20 points.
- Part II: 10 short-answer questions. Each correct and complete answer (concise explanations, main ideas, key words, names, etc.) is worth 5 points, for a total 50 points.
- Part III: essay questions; each correct and complete answer is worth 30 points (based on content, vocabulary, detail, etc.) for a total of 30 points.

Please note, the instructor may use a different format for the exam. TBA on the first lesson.

Remember that the date and time of the exams cannot be changed for any reason, so please organize your personal activities accordingly and consult the course calendar.

12. LESSONS

Lesson 1	
Meet	In class
Lecture	Course overview, assignments and expectations. Historical Evolution in Management thought Basic steps in Management
Objectives	By the end of this class students will be able to: <ul style="list-style-type: none"> - Demonstrate an understanding of course content, objectives, assignments and expectations. - Learn about different theories in Management thought through history - Understand that the role of management is to add value to Resources - Give examples of management as a universal human activity and as a distinct role - Explain the value of models of management and compare unitary, pluralist and radical perspectives
Readings/ Assignments	Assignment: Review Innocent Drink study case www.innocentdrinks.com on chapter 2 of Text book and answer case questions. Upload paper on the course website Read: Chapter 1 and 2 of Text Book from page 4 to 69.

Lesson 2	
Meet	In class
Lecture	The external environment and Organizational Culture
Objectives	By the end of this class students will be able to: <ul style="list-style-type: none"> - Compare the culture of two organizational units, using Quinn's or Handy's typologies - Use Porter's Five Forces model to analyze an organization's competitive environment - Collect evidence to make a comparative PESTEL analysis for two organizations

	- Explain the meaning and purpose of corporate governance
Readings/ Assignments	Assignment: Using PESTEL analysis prepare a PPT on BBC study case www.bbc.com Page 101 of Textbook Read: Chapter 3 of Text Book from page 84 to 106

Lesson 3	
Meet	In class
Lecture	Ethical behavior and Corporate Social Responsibility BP www.bp.com 168-172 text book pages Students work in groups following professor's instructions. Round Table discussion during last part of class.
Objectives	By the end of this class students will be able to: <ul style="list-style-type: none"> - Give Examples of corporate malpractice and of philanthropy - Use a model of ethical decision making to explain behavior - Show how stakeholders, strategies and responsible behavior interact - Evaluate an organization's methods for managing corporate responsibility
Readings/ Assignments	Assignment: Read and review study case <i>The Co-operative Group</i> on page 143 of text book www.co-operative.coop and answer case questions. Upload findings on the course website Read: Chapter 5 of Text Book from page 142 to 163

Lesson 4	
Meet	In class
Lecture	Management: <i>a global learning approach</i> Carlsberg www.carlsberggroup.com
Objectives	By the end of this class students will be able to: <ul style="list-style-type: none"> - Gain knowledge on the ways in which an organization conducts international business - Compare and contrast the features of national management systems - Summarize the forces stimulating the growth of international business
Visit Readings/ Assignments	Assignment: Write a paper summarizing at least two aspects of EU policy that are of interest to you for your career. Motivate your choice and upload on the course website Read: Chapter 4 of Text Book from page 112 to 137

Lesson 5	
Meet	In class
Lecture	Problem Solving: <i>How to Plan</i>
Objectives	By the end of this class students will be able to: <ul style="list-style-type: none"> - Gain knowledge on the 5 iterative tasks in planning - Learn about gathering information and how to use some common techniques - Explain the importance of setting goals and a theory of their motivational effects - Contrast rational and creative planning processes

Readings/ Assignments	<p>Assignment: Conduct a SWOT analysis: you are Starbucks and you have decided to open in Florence – Italy. Gather information from their website and other public data and prepare a SWOT analysis to be uploaded on the course website and discussed in next class</p> <p>Read: Chapter 6 of Text Book from page 182 to 202</p>
----------------------------------	---

Lesson 6	
Meet	In class
Lecture	<p>The Decision Making Process</p> <p>IKEA http://www.ikea.com/</p> <p>Review study guide and format for Mid Term Exam</p>
Objectives	<p>By the end of this class students will be able to:</p> <ul style="list-style-type: none"> -Outline the stages of a rational process for making decisions -Explain the difference between programmed and non-programmed decisions -Describe and distinguish different decision-making conditions (certainty, uncertainty, risk, ambiguity) -Gain Knowledge of different decision models -Learn about the contribution of Vroom, Yetton and Irving Janis on decision making
Readings/ Assignments	<p>Assignment: Review and study all class lectures, cases and readings assigned so far in view of the mid-term exam.</p> <p>Read: Chapter 7 of Text Book from page 206 to 232</p>

Lesson 7	
Meet	In class
Lecture	MIDTERM EXAM

Lesson 8	
NA	ACADEMIC BREAK

Lesson 9	
Meet	In class
Lecture	<p>Managing Marketing: <i>how marketing can add value</i></p> <p>Manchester United FC www.manutd.com</p>
Objectives	<p>By the end of this class students will be able to:</p> <ul style="list-style-type: none"> - Define Marketing and explain how it can add value in organizations - Illustrate the practices of segmenting markets and targeting customers group - Describe the components of marketing mix - Compare a marketing orientation from other orientations - Gain knowledge of some marketing techniques that can add value to a management plan
Visit Readings/ Assignments	<p>Assignment: Read on The Virgin Group www.virgin.com on page 298 of text book and review assignment on the course website</p> <p>Read: Chapter 9 of Text Book from page 272 to 294</p>

Lesson 10	
------------------	--

Meet	In class
Lecture	Managing Process: <i>A strategic Approach</i> Class divided in groups working on GKN case study www.gkn.com During the class lectures students will work in 3 different moments and on different issues on the above study case. The case is available on chapter 8 of the Text Book
Objectives	By the end of this class students will be able to: <ul style="list-style-type: none"> - Compare planning, learning, and political views on strategies - Summarize evidence on how managers develop strategies - Use the product/market matrix to compare corporate-level strategies - Use the generic strategies matrix to compare business-level strategies - Illustrate the alternative ways in which managers deliver a strategy
Readings/ Assignments	Assignment: During this lecture you have gained knowledge of 3 different generic strategies that organizations can follow. Give examples of 3 companies each following one of these strategies. Read: Chapter 8 of Text Book from page 238 to 263

Lesson 11	
Meet	In class
Lecture	Organization Structure: <i>introducing the elements that make up an organization</i>
Objectives	By the end of this class students will be able to: <ul style="list-style-type: none"> - Outline the links between strategy, organization and performance - Compare the features of mechanist and organic forms - Explain and illustrate the features of learning organizations - Gain knowledge on alternative methods of coordination and understand how you can use this to develop the skill of coordinating work
Readings/ Assignments	Assignment: Visit the following 3 websites and write about white kind of environment the managers of these companies are likely to be working in. How may this affect their structure and culture www.unilever.com www.pixar.com www.roche.com Read: Chapter 10 of Text Book from page 312 to 340

Lesson 12	
Meet	In class
Lecture	Human Resources Management BMW https://www.bmwgroup.com/en.html
Objectives	By the end of this class students will be able to: <ul style="list-style-type: none"> - Understand the contribution of HRM to organizational performance - Understand the potential links between strategy and HRM - Describe the HRM practices concerned with reward management - Learn on how HRM aims to manage workforce diversity - Recognize the issues that could be encountered as a job seeker and understand how to develop the skills of preparing an interview

Readings/ Assignments	<p>Arrange to talk to some friends or colleagues (at least 5) who have recently been interviewed for jobs. Ask them to describe the process and to identify aspects of the experience that they particularly liked or disliked.</p> <p>View the course website for format and details</p> <p>Chapter 11 of Text Book from page 346 to 368</p>
----------------------------------	---

Lesson 13	
Meet	In class
Lecture	Leadership and Motivation Theory
Objectives	<p>By the end of this class students will be able to:</p> <ul style="list-style-type: none"> - Gain knowledge of different styles of leadership - Distinguish between leadership and management - Explain the importance of theories of motivation and why managers need to use them - Give examples on how the context, including the psychological contract, affects motivation - Describe some strategically useful practices such as flexible working and high-performance work system
Readings/ Assignments	<p>Assignment: Review BRITISH MUSEUM www.britishmuseum.org study case on page 445 of text book and answer case questions 14.1</p> <p>Read: Chapter 14 of Text Book from page 444 to 466</p> <p>Read: Chapter 15 of Text Book from page 472 to 498</p>

Lesson 14	
Meet	In class
Lecture	<p>Operation Management and Control</p> <p>ZARA www.zara.com</p> <p>Review study guide and format for Final Exam</p>
Objectives	<p>By the end of this class students will be able to:</p> <ul style="list-style-type: none"> - Define the term operations management - Describe the transformation process model of operations management - Identify different forms of operational activity - Define the term quality in the operational contest
Readings/ Assignments	<p>Review and study all class lectures, cases and readings assigned so far in view of the Midterm exam.</p> <p>Read: Chapter 19-20 of Text Book from page 606 to 648</p>

Lesson 15	
Meet	In class
Lecture	FINAL EXAM