

Format revised 2025
Syllabus revised in 2025

Florence University of the Arts (FUA) is an academic institution for study abroad in Florence, Italy. FUA collaborates with The American University of Florence (AUF), an international university offering US-style undergraduate and graduate degrees, in a cooperation to offer study abroad programs with a diverse breadth and depth of academic curriculum.

FUA study abroad programs may include AUF offerings, which are US-aligned in terms of higher education standards as per the university's institutional structure. Common courses offered by FUA and AUF have been jointly selected by both institutions as eligible for mutual recognition and delivery. As such, equal academic standards, credibility, and outcomes are vetted by the Academic Offices of the institutions for all courses and syllabi offered in the study abroad program.

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, David, *Management: an Introduction*, Pearson, 2024.

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.

LIBRARY

Course participants may access the campus library. Please consult the posted schedules for official opening times. Texts may be consulted on-site, and scanning/internet services available.

6. COURSE MATERIALS

No additional course materials are necessary.

7. 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. If this course requires a fee, the exact amount is communicated prior to enrollment.

8. GRADING AND EVALUATION & ATTENDANCE

10% Attendance

10% Participation

20% Assignments

20% Midterm Assessment

20% Final Project

20% Final Exam

The above grade breakdown percentages reflect the grading scale standards in the "Grading and Evaluation System" section of the catalog.

Attendance

Class participation is mandatory. Based on the hours defined in the Academic Catalog's attendance policy, students may miss up to 2 class encounters delivered as lecture hours. A third absence constitutes a course failure.

Please note that absence hours may vary according to the learning methodology, as per the academic catalog policy on credit hours: https://catalog.fua.it/standard_regulation

9. EXAMS / PROJECTS / ASSIGNMENTS

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

Final Exam: The final exam accounts for 20% of the final course grade. Format: 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.

The final exam is cumulative.

10. COURSE OUTLINE

Lesson 1	
Meet	In class
Lecture	<p>Course overview, assignments and expectations.</p> <p>Historical Evolution in Management thought</p> <p>Basic steps in Management</p> <p>The external environment and Organizational Culture</p> <p>BBC study case www.bbc.com</p>
Objectives	<p>By the end of this class students will be able to:</p> <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 - 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	<p>Assignment #1 assigned, due by next class meet: Review Innocent Drink study case www.innocentdrinks.com on chapter 2 of textbook and answer case questions.</p> <p>Read: Chapter 1 and 2 of textbook.</p> <p>Read: Chapter 3 of Textbook.</p>

Lesson 2	
Meet	In class

Lecture	Ethical behavior and Corporate Social Responsibility BP study case www.bp.com
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	Read and review study case The Co-operative Group on the textbook www.co-operative.coop and answer case questions. Read: Chapter 5 of textbook.

Lesson 3	
Meet	In class
Lecture	Management: a global learning approach Case: 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
Readings/ Assignments	Read: Chapter 4 of textbook. Assignment #2 assigned, due by next class meet.

Lesson 4	
Meet	In class
Lecture	Problem Solving: How to Plan
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	Read: Chapter 6 of textbook. FINAL PROJECT OVERVIEW.

Lesson 5	
Meet	In class
Lecture	The Decision-Making Process IKEA http://www.ikea.com/ Review study guide and format for Midterm Exam
Objectives	By the end of this class students will be able to: <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)

	<ul style="list-style-type: none"> - Gain Knowledge of different decision models - Learn about the contribution of Vroom, Yetton and Irving Janis on decision making
Readings/ Assignments	Read: Chapter 7 of textbook. MIDTERM ASSESSMENT ASSIGNED, due prior to next class meet.

Lesson 6	
Meet	In class
Lecture	Managing Marketing: <i>how marketing can add value</i> Manchester United FC www.manutd.com
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
Readings/ Assignments	Read: Chapter 9 of textbook.

Lesson 7	
Meet	In class
Lecture	<p>Managing Process: A strategic Approach</p> <p>Class divided in groups working on GKN case study www.gkn.com</p> <p>During the class lectures students will work in 3 different moments and on different issues on the above study case.</p> <p>The case is available on chapter 8 of the Textbook</p>
Objectives	<p>By the end of this class students will be able to:</p> <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	<p>Assignment #2 assigned, due by next class meet. 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.</p> <p>Read: Chapter 8 of textbook</p>

Lesson 8	
Meet	In class
Lecture	Organization Structure: <i>introducing the elements that make up an organization</i>
Objectives	<p>By the end of this class students will be able to:</p> <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	<p>Assignment: Visit the following 3 websites and write about what kind of environment the managers of these companies are likely to be working in. How may this affect their structure and culture</p> <p>www.unilever.com www.pixar.com www.roche.com</p> <p>Read: Chapter 10 of textbook.</p>
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Lesson 9	
Meet	In class
Lecture	<p>Human Resources Management</p> <p>BMW https://www.bmwgroup.com/en.html</p> <p>Leadership and Motivation Theory</p>
Objectives	<p>By the end of this class students will be able to:</p> <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 - 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>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 textbook.</p> <p>Assignment: Review BRITISH MUSEUM www.britishmuseum.org study case on page 445 of textbook and answer case questions 14.1</p> <p>Read: Chapter 14 of textbook.</p> <p>Read: Chapter 15 of textbook.</p> <p>FINAL PROJECT DUE</p>

Lesson 10	
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

	<ul style="list-style-type: none"> - 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 textbook.</p>

Lesson 11	
Meet	In class
Lecture	FINAL EXAM