

## Syllabus of the course

### **INTRODUCTION TO BUSINESS AND MANAGEMENT**

Third and fourth semesters

Lecturer: Prof. Sergey Barkov,

Classteachers: Prof. Sergey Barcov.

#### **Course description:**

The course provides a review of management as a 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.

#### **Course Objectives:**

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

#### **The Methods:**

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

- lectures (2 hours per week)
- classes (2 hours per week)
- written home assignments (1 per month)
- self study

#### **Readings:**

##### Main Texts:

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

##### Supplementary Readings

1. А б р а м о в Р.Н. Российские менеджеры: социологический анализ становления профессии. – М.: КомКнига, 2005.
2. А н а н ь к и н а Е.С., Д а н и л о ч к и н С.В. Контроллинг как инструмент управления предприятием. - М.: Юнити, 2002.
3. Б а л д и н К.В., У т к и н В.Б., В о р о б ь е в С.Н. Управленческие решения. – М.: ЮНИТИ, 2003.

4. Б е л я е в А.А., К о р о т к о в Э.М. Системология организации М.: ИНФРА-М, 2000.
5. Б л а н ш а р К. Лидерство. К вершинам успеха. – СПб.: Питер, 2011.
6. Б о в ы к и н В.И. Новый менеджмент: Решение проблем управления. Повышение в десятки раз темпов роста капитала. – М.: Экономика, 2004.
7. Б о л ь ш а к о в А.С. Экспресс-курс по созданию и организации деятельности фирмы. – СПб.: Питер, 2000.
8. Б о л ь ш а к о в А.С. Менеджмент. Стратегия успеха. – СПб.: Литера, 2002.
9. Б о ч а р о в В.В. Коммерческое бюджетирование. – СПб.: Питер, 2003.
10. Б о р и с о в а Л.Г. Организационный дизайн. Современные концепции управления. – М.: Дело, 2003.
11. Б о я ц и с Р., М а к к и Э. Резонансное лидерство: Самосовершенствование и построение плодотворных отношений с людьми на основе активного сознания, оптимизма и эмпатии. – М.: Альпина Бизнес Букс, 2007.
12. В а р ф о л о м е е в В.И., В о р о б ь е в С.Н. Принятие управленческих решений. – М.: Кудиц-образ, 2001.
13. В а ч у г о в Д.Д., К и с л я к о в а И.А. Менеджмент: практические занятия, деловые игры. – М.: Т.Д. Элит-2000, 2000.
14. В е с н и н В.Р. Менеджмент в схемах и определениях. - М.: ТК Велби, Проспект, 2007.
15. В и с с е м а Х. Менеджмент в подразделениях фирмы.- М.: ИНФРА-М, 1996.
16. В и х а с к и й О.С. Стратегическое управление.- М.: ГАРДАРИКА, 1998.
17. Г е й т с Б. Дорога в будущее. – М.: Русская редакция, 2003.
18. Г е н к и н А.С., М о л о т н и к о в А.Е. Захват. Корпоративные шахматы: игра на выживание. – М.: Альпина Бизнес Букс, 2007.
19. Г о р к и н а М.Б. Пять шагов от менеджера до PR-директора. – М.: Альпина Бизнес Букс, 2007.
20. Д э н и е л с Дж. Д., Р а д е б а Ли. Х. Международный бизнес: внешняя среда и деловые операции. - М.: Дело. 1994.
21. Д е м и н г Е.В. Выход из кризиса.- Тверь.: Альба, 1995.
22. Д р у к е р П.Ф. Задачи менеджмента в XXI веке.- М.- СПб.-Киев: Вмльямс, 2000.
23. Д р у к е р П. Ф., М а к ь я р е л л о Д. А. Мненеджмент. – СПб.: Вильямс, 2010.
24. З и н о в В.Г. Менеджмент инноваций: Кадровое обеспечение. - М.: Дело, 2005.
25. К а м е р о н К., К у и н н Р. Диагностика и изменение организационной культуры. СПб.: Питер, 2001.
26. К л о к К., Г о л д с м и т Дж. Конец менеджмента и становление организационной демократии. – СПб.: Питер, 2004.
27. К р а в ч е н к о А.И. История менеджмента- М.: Академический проект, 2000.
28. К р а с о в с к и й Ю.Д. Социо-культурные основы управления бизнес-организации. – М.: Юнити-Дана, 2007.
29. Л у н е в В.Л. Стратегия и тактика управления фирмой. - М.: Финпресс, 1997.
30. М а з у р З.Ф. Инновационный менеджмент: Интеллектуальная

- собственность в образовании / Мазур З.Ф., Мазур Н.З., Цапенко А.М. - М.: Роспатент, 2005.
31. Международный менеджмент: Учебник для ВУЗов/ Д.И.Баркан, С.Э., Пивоваров, Л.С. Тарасевич, А.И. Майзель. – СПб.: Питер, 2002.
  32. Менеджмент век XX – XXI: Сборник статей/ Под ред. О.С. Виханского, А.И. Наумова. – М.: Экономистъ, 2004.
  33. М и н ц б е р г Г. Структура в кулаке. – СПб.: Питер, 2004.
  34. М о р и т а А. SONY. Сделано в Японии. - М.: Альпина Бизнес Букс, 2007.
  35. П и т е р с Т., У о т е р м е н Р. В поисках эффективного управления (опыт лучших компаний).- М.: Прогресс. 1986.
  36. С т э к Дж. Большая игра в бизнес.- М.: Деловая лига. 1994.
  37. Т е и л о р Ф.У. Принципы научного менеджмента / Пер. с англ.- М.: Контроллинг, 1991.
  38. Т е и л о р Ф.У. Менеджмент / Пер. с англ.--К.: Контроллинг , 1992.
  39. Управление человеческими ресурсами: менеджмент и консультирование/ Под ред. В.В.Щербины. – М.: Независимый институт гражданского общества, 2004.
  40. Управленческое консультирование/ Под. ред. М. Кубра - М.: Интерэксперт, 1992.
  41. Ф а и о л ь А. Общее и промышленное управление / Пер. ' с франц. - М.: Контроллинг, 1992.
  42. Ф и ш е р Р., Ю р и У. Путь к согласию или переговоры без поражения.- М.: Наука, 1990.
  43. Ф о р д Г. Моя жизнь - мои достижения." М.: Финансы и статистика, 1989.
  44. Х а м м е р М., Ч а м п и Дж. Ренижениринг корпорации. Манифест революции в бизнесе. – М.: ЗАО Манн, Иванов и Фербер, 2006.
  45. Х э н д и Ч. Слоны и блохи: Будущее крупных корпораций и мелкого бизнеса. - М.: Альпина Бизнес Букс, 2004.
  46. Ш е л д р е й к Д. Теория менеджмента: от тейлоризма до японизации. СПб.: Питер, 2001.
  47. Щ е р б и н а В.В. Современные теории организации: Словарь.- М.: ИНФРА-М, 2000.
  48. Э й х е р Дж. НЛП в бизнесе и менеджменте.- М.: Институт бщегуманитарных исследований, 2001.
  49. Э м е р с о н Г. Двенадцать принципов управления.- М.: Бизнес-информ, 1997.
  50. Я к о к а Л. Карьера менеджера, - М.: Попурри., 2011.

#### **Grade Determination:**

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

1<sup>st</sup> semester:

- 30% - classworks + written home assignments;
- 30% - midterm examination;
- 40% - winter examination.

Final grade:

- 35% - first semester;
- 10% - spring classworks + written home assignments;

- 5% - spring midterm examination;
- 50% - final examination.

## 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.

*Main reading:*

[Daft, Ch. 1], [Мескоп, 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.

*Main reading:*

[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 ect.

Manager's skills.

*Main reading:*

[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.

*Main reading:*

[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.

*Main reading:*

[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.

*Main reading:*

[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.

*Main reading:*

[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.

*Main reading:*

[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.

*Main reading:*

[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.

*Main reading:*

[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. Sistem approach to organizational change.

Learning organisation and continuous organisational change.

*Main reading:*

[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.

*Main reading:*

[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.

*Main reading:*

[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.

*Main reading:*

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

## **15. Management in the 21<sup>st</sup> 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.

*Main reading:*

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

**Distribution of hours of the course by topics and types of work**

<i>Nº</i>	<i>Topic:</i>	<i>Total</i>	<i>Lectures</i>	<i>Seminars</i>	<i>Self-study</i>
1.	<i>Definition of Business and Management</i>	8	2	2	4
2.	<i>The Evolution of Business organisations and the Management Thought</i>	16	4	4	8
3.	<i>The Management Role</i>	24	6	6	12
4.	<i>Functional Areas of Management</i>	16	4	4	8
5.	<i>Organisation Structure and Power</i>	16	4	4	8
6.	<i>Communication in the Organisation</i>	16	4	4	8
7.	<i>Managerial Decision-making</i>	22	6	6	10
8.	<i>Strategy and the Organisation</i>	16	4	4	8
9.	<i>Motivation</i>	14	4	4	10
10.	<i>Managing Groups and Teams</i>	22	6	6	10
11.	<i>Managing Organisational Change and Innovation</i>	22	6	6	10
12.	<i>Corporate and National Culture</i>	22	6	6	10
13.	<i>Approaches to understanding business organisation</i>	16	4	4	8
14.	<i>Ethics in Management</i>	22	6	6	10
15.	<i>Management in the 21<sup>st</sup> Century</i>	22	6	6	10
	<b><i>Total:</i></b>	270	68	68	134