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


Course outline

1. Definition of Business and Management
   [Daft, Ch. 1], [Мескон, гл. 1].

2. The Evolution of Business organisations and the Management Thought

[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

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

5. Organisation Structure and Power


[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.


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

7. Managerial Decision-making

[Daft, Ch. 9], [Rosenfeld, Ch. 10], [Robbins, Ch. 6].
8. Strategy and the Organisation
   [Daft, Ch. 8], [Mullins, Ch. 5], [Rosenfeld, Ch. 18], [Needle, Ch. 4].

9. Motivation
   [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
   Reengineering. System 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.
   [Daft, Ch. 3, 4], [Mullins, Ch. 22], [Rosenfeld, Ch. 13, 20, 21]
13. Approaches to understanding business organisation


[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 etc. Business and arts, sports, religion.


[Daft, Ch. 5], [Meckon, 2a.5], [Robbins, Ch. 5]

15. Management in the 21st Century


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

Distribution of hours

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<th>Self study</th>
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