



UNIVERSITY OF NICOSIA ΠΑΝΕΠΙΣΤΗΜΙΟ ΛΕΥΚΩΣΙΑΣ

University of Nicosia, Cyprus

Course Code MGT-281	Course Title Introduction to Management	ECTS Credits 6
Department Management & MIS	Semester Fall, Spring	Prerequisites Sophomore standing
Type of Course Major	Field Management	Language of Instruction English
Level of Course 1 st Cycle	Year of Study 2 nd	Lecturer(s) Harry Kogetsidis
Mode of Delivery face-to-face	Work Placement N/A	Co-requisites None

Objectives of the Course:

The main objectives of the course are to:

- introduce students to the basic concepts and functions of management
- introduce students to a range of important management processes, which can be used to support the main management functions
- help students understand the nature of the external business environment and its effect on the organisation
- help students understand the systemic nature of organisations
- help students appreciate the importance of human resources in management
- help students appreciate the importance of team work in management and become effective team players
- familiarise students with decision making tools and develop their analytical skills
- develop students' critical thinking and their ability to develop an argument and to defend a position
- encourage students to engage in debates on management issues, including controversial management topics.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. discuss the importance of management both as an occupation and as a universal human activity
2. view organisations as complex human activity systems
3. discuss and apply the basic management functions of planning, organising, leading and controlling
4. discuss and apply the main management processes
5. demonstrate how good management can help organisations become effective and efficient
6. critically discuss the importance of the external business environment and its effect on

the organisation

7. critically discuss the importance of human resources in management
8. critically discuss the importance of team work in management
9. carry out independent research using a variety of resources
10. participate in debates on controversial management issues.

Course Contents:

1. Managing in Organisations (Introduction to organisations and management. Introduction to basic management concepts and functions).
2. Management and National Culture (Defining culture, national culture and organisational culture. Introduction to Hofstede's work. Using Hofstede's work to assess national culture. The effect of national culture on management).
3. Planning and Strategic Management (Strategic plans vs operational plans. The strategic management process. SWOT analysis. Forming business strategy. Porter's competitive strategies).
4. Decision Making Processes and Tools (Strategic vs operational decisions. Programmed vs non-programmed decisions. The decision making process. Decision making under conditions of risk and uncertainty. Sensitivity analysis).
5. Organisation Structure (Organisation design. Formal vs informal structure. Organisation charts. Work specialisation. Chain of command. Authority and power. Span of control. Centralisations vs decentralisation. Departmentalisation. Mechanistic vs organic structure).
6. Human Resource Management (HR planning, recruitment and selection, job orientation, training and development, performance management, compensation and benefits).
7. Managing Change (The changing external environment. The systemic nature of organisations. Change agents. Change resistance. Techniques for reducing change resistance).
8. Organisational Behaviour and Work Teams (Individual behaviour and group behaviour. Work groups and work teams. Vertical teams vs horizontal teams. High-performance teams. Turning employees into effective team players).
9. Motivation (Motivating employees. Classic motivation theories – Maslow's hierarchy of needs theory; McGregor's theory X and theory Y; Herzberg's two-factor theory).
10. Performance Measurement and Control (Measuring performance. The control process. Concurrent vs feedback control).

Learning Activities and Teaching Methods:

Lectures, seminar activities, group work, case studies, discussion of journal papers.

Assessment Methods:

Homework activities, in-class tests, final examination.

Required Textbooks/Reading:

Authors	Title	Publisher	Year	ISBN
David Boddy	Management – An Introduction (4 th ed.)	Pearson / Prentice Hall	2008	978-0-273-71106-3

Recommended Textbooks/Reading:

Authors	Title	Publisher	Year	ISBN
Stephen Robbins and David DeCenzo	Fundamentals of Management (5 th ed.)	Pearson / Prentice Hall	2005	0-13-196871-8
Mike Smith	Fundamentals of Management	McGraw-Hill	2007	13 978-0-07- 711515-9