



## Course Syllabus

<b>Course Code</b>	<b>Course Title</b>	<b>ECTS Credits</b>
MGT-281	Introduction to Management	6
<b>Prerequisites</b>	<b>Department</b>	<b>Semester</b>
Sophomore	Management and MIS	Fall, Spring, Summer
<b>Type of Course</b>	<b>Field</b>	<b>Language of Instruction</b>
Required	Management	English
<b>Level of Course</b>	<b>Lecturer(s)</b>	<b>Year of Study</b>
1 <sup>st</sup> Cycle	Harry Kogetsidis	2 <sup>nd</sup>
<b>Mode of Delivery</b>	<b>Work Placement</b>	<b>Corequisites</b>
Face to Face	N/A	None

### Course Objectives:

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 environment and its effect on the organisation
- help students understand the systemic nature of organisations
- help students appreciate the importance of human resources in organisations
- help students appreciate the importance of team work in organisations and to become effective team players
- familiarise students with a number of decision making methods and tools
- develop students' analytical skills
- develop students' critical thinking
- develop students' interpersonal skills and offer them the opportunity to actively engage in debates on contemporary management issues.

### Learning Outcomes:

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

1. recognise the importance of management both as an occupation and as a universal human activity

2. view organisations as complex social systems
3. compare and contrast the divergent and often conflicting interests of the various stakeholders
4. differentiate between the basic management functions of planning, organising, leading and controlling
5. distinguish between the need for effectiveness and the need for efficiency in organisations
6. compare and critique different management approaches and demonstrate how these can help organisations to meet their goals
7. formulate appropriate decision making models and use them to propose policy alternatives
8. investigate good management practices in contemporary organisations
9. carry out independent research using a variety of resources
10. participate in debates on controversial management issues and form and defend a position.

### Course Content:

**Organisations and stakeholders** (Introduction to organisations. Main organisation types. Organisations as complex human activity systems. Internal vs external stakeholders).

**Management and managers** (Introduction to the basic management concepts and functions. Management as an occupation and as a universal human activity. The role of managers in organisations and the different management levels).

**Planning** (The planning function of management. The micro and macro external environment. Strategic plans vs operational plans. The strategic management process. Porter's five-forces model. PESTEL analysis. SWOT analysis).

**Decision making** (The decision making process. Strategic vs operational decisions. Programmed vs non-programmed decisions. Decision making under conditions of risk and uncertainty. Decision making tools).

**Strategy** (Formulating strategy. The grand strategies of growth, stability, retrenchment and combination. Porter's competitive strategies).

**Organisation structure** (The organising function of management. Organisation design. Formal vs informal structure. Organisation charts. Work specialisation. Chain of command. Authority and power. Responsibility and accountability. Delegation. Span of control. Centralisations vs decentralisation. Departmentalisation. Mechanistic vs organic structures. Vertical vs horizontal communication).

**Human resource management** (The role of the HR function in organisations. Human resource planning. Recruitment and selection. Job orientation. Training and development.

Performance management. Compensation administration. Employee benefits. Gender and diversity).

**Managing change** (The changing external environment. The systemic nature of organisations and organisational change. Internal vs external change agents. Change resistance. Techniques for reducing change resistance).

**Motivation** (The leading function of management. Classic motivation theories – Maslow’s hierarchy of needs theory; McGregor’s theory X and theory Y; Herzberg’s two-factor theory. How to motivate employees in the workplace).

**Communication** (The communication process. Types of communication. Effective communication. Barriers to effective communication. Communication and technology).

**Work teams** (Organisation behaviour. Individual behaviour vs group behaviour. Personality and perception. Working in groups. Work teams. Characteristics of high performance teams. Turning individuals into effective team players).

**Performance measurement** (The controlling function of management. Measuring performance. The controlling process. Concurrent vs feedback control. Technology and control).

**Learning Activities and Teaching Methods:**

Lectures, group work, case studies, solving problems in class, guest speakers, homework and background reading.

**Assessment Methods:**

Tests, homework activities, mid-term examination, final examination.

**Recommended Textbooks / Readings:**

Title	Author(s)	Publisher	Year	ISBN
Management – An Introduction (7 <sup>th</sup> ed.)	David Boddy	Pearson	2017	9781292088594
Management – An Introduction (6 <sup>th</sup> ed.)	David Boddy	Pearson	2014	9781292004389 (ebook)

Essentials of Management – A Concise Introduction	David Boddy	Pearson	2012	9780273739289
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