



COURSE UNIT DESCRIPTION

Course unit title	Course unit code
FUNDAMENTALS OF MANAGEMENT	

Lecturer(s)	Department where the course unit is delivered
Coordinator: assist. Darius Ruželė Other lecturers:	Department of Management, Faculty of Economics, Vilnius University

Cycle	Type of the course unit
First	Optional

Mode of delivery	Semester or period when the course unit is delivered	Language of instruction
Face-to-face	4 th semester	Lithuanian

Prerequisites
Prerequisites: -

Number of credits allocated	Student's workload	Contact hours	Individual work
5	130	65	65

Purpose of the course unit: programme competences to be developed		
Purpose of the course unit – to familiarize students with principles of organization management and based on that to form skills of the implementation of management principles to maintain the viability of an organization.		
Generic competences: <ul style="list-style-type: none"> • Communication and collaboration (<i>GK1</i>). • Life-long learning (<i>GK2</i>). • Social responsibility (<i>GK3</i>). 		
Specific competences: <ul style="list-style-type: none"> • Knowledge and skills of underlying conceptual basis (<i>SK4</i>). • Software development knowledge and skills (<i>SK5</i>). • Technological and methodological knowledge and skills, professional competence (<i>SK6</i>). 		
Learning outcomes of the course unit: students will be able to	Teaching and learning methods	Assessment methods
Understand the systemic view of organization management and requirements for the manager.	Problem-based teaching, group discussion, study of video materials, practice-based tasks in classroom, individual assignment.	Performance during activities in classroom, individual assignment, written exam.
Understand evolution and continuity of the management science and practice.		
Understand the execution of management functions as a real-life process and will be able to form corresponding basic skills.		

Course content: breakdown of the topics	Contact hours						Individual work: time and assignments		
	Lectures	Tutorials	Seminars	Practice	Laboratory work (LW)	Tutorial during LW	Contact hours	Individual work	Assignments
1. The introductory part. Management and control concepts. Management process. Management and managers. Evolution of the management theory.	4						4	4	Reading of scientific literature by list of academic discussion questions.
2. The environment of manager's activity. Organizational and natural environments. Social responsibility and ethics. Globalization and management. The establishment and reengineering of organizations. Philosophies of organizational management. Organizational culture.	4		4				8	8	
3. Planning. Decision-making. Planning and strategic management. Strategic plans and strategic planning. Execution of the strategy. Strategic feedback.	2		2				4	4	
4. Organizing. Work specialization and departmentalization. Organizational design and the concept of organizational structure. Types of organizational structures. Authority and power. Communication in organizations. Human resource management. Organizational change. Innovation management.	2		2				4	4	
5. Leading. Motivation and its management. Employee involvement. Leadership concept and theory. Behavioral theories of leadership. Group- and team-work. Communication. Conflicts, influence and politics. Development of employee creativity.	4		4				8	8	
6. Controlling. Concept and principles of control. Process of controlling. Methods of control. Operation management. Strategic control. Information systems.	2		2				4	4	
7. Process management. The concept of the process. Business process classification. Business process management. Process modeling languages. Methodologies of business process identification and improvement.	4		4				8	8	
8. Quality management. Concept of quality. Service and product quality management. Evolution of the quality management. Total quality management.	4		4				8	9	Evaluation and presentation of the analysis of specific management function performance in the selected organization or preparation and presentation of the selected topics of management theory at classroom.
9. Managerial systems. Balanced Scorecard. Lean management system.	8		4				12	12	
10. Knowledge management. Object of the knowledge management. Objective approach and practical approach to knowledge management. Social issues related to managing and sharing knowledge. Learning, innovation and knowledge management.	4						4	4	
Exam (written)							1		
Total	38		26				65	65	

Assessment strategy	Weight %	Deadline	Assessment criteria
Work activity at classroom during lectures and seminars	20	During the semester	Student' activity at classroom during lectures and seminars, carrying out practical tasks and engaging in discussions: <ul style="list-style-type: none"> ○ 2 points - actively participates in discussions, represents a reasoned approach identifying and formulating problems, provides critical evaluations, and presents detailed and reasoned responses. ○ 1 point - takes part in the discussions, is able partially response to the questions. ○ 0 points – indifferently participates in discussions.
Presentation of the individual assignment (task)	20	Scheduled during the semester	Evaluation criteria of the individual assignment. - Preparation of the assignment, disclosure of the subject, and the validity of findings: <ul style="list-style-type: none"> ○ 1 point - theme revealed in full, structure of the work is relevant and logical, consistent and comprehensive analysis is carried out, findings are genuine and justified; ○ 0.5 points - the topic isn't fully disclosed, the structure lacks consistency, the analysis is not complete, the findings are superficial; ○ 0 points - the theme isn't fully disclosed or disclosed superficially/formally, the findings are not presented. - Presentation and discussion: <ul style="list-style-type: none"> ○ 1 point - presentation is expressive, emotional, audience listens actively, the ability to answer questions is obvious; ○ 0.5 points - the audience is not involved and listens passively, answers to questions are incomplete; ○ 0 points - the audience is not involved, the discussion doesn't take place.
Exam (written)	60	During the exam session	Student in allowed to take the exam only after delivering the presentation of the individual assignment at the classroom. Relevance and comprehensiveness of answers is evaluated for open questions, and response accuracy of answers is evaluated for closed questions.

Author	Publishing year	Title	Number or volume	Publisher or URL
Required reading				
1. Robbins, S. P., Decenzo, D. A., Coulter, M.	2013	Fundamentals of management: essential concepts and applications		Boston: Pearson Education.
2. Stoner J.A.F., Freeman D.R., Gilbert D. R.	2005	Vadyba		Vilnius: Poligrafija ir informatika
3. Gibson J., Ivancevich J., Donnelly J., Konopaske R.	2012	Organizations: Behavior, Structure, Processes.		New York: The McGraw-Hill Companies, Inc.
Recommended reading				
1. Šilingas, D.		Business Process Modeling with BPMN		http://www.cameobusinessanalyst.com/images/files/no-magic-business-process-modeling-with-bpmn.pdf
2. Kaziliūnas, A.	2007	Kokybės vadyba		Vilnius: M. Riomerio Universitetas.
3. Kaplan, R., Norton, D.	1996	The Balanced Scorecard: translating strategy into action		Boston: Harvard Business School Press.
4. Obara, S.; Hunter, D.	2015	Toyota pagal Toyota		Vilnius: Vaga
5. Hislop, D.	2005	Knowledge Management in Organizations		New York: Oxford University Press Inc.