

Outline and Weekly schedule

1st and 2nd hrs:

- Lecture: theory. Attendance will be noted.
- All documents (e.g. overhead transparencies, texts to be studied) can be found on Blackboard. The course name is *Introduction to Management*; the course-id is *FEM-IBMS-MAN1A.ond*.
- Assessment in a two-hour written exam, comprising for the greater part multiple-choice questions. Exam code: MAN1A.1, 2.0 EC's.

3rd hr:

- Tutorial on the application of the McKinsey 7S model.
- Presentations by teams of up to 4 students, followed by plenary discussion.
- Presentation and discussion will be assessed. Exam code: MAN1A.PR, 0.8 EC's
- Reserving beamers and other special aids is the responsibility of the presenting team.
- Attendance is compulsory. Each student must participate in the tutorial where his/her team gives a presentation. No more than one of the other tutorials may be skipped. Students, who do not abide by these rules, score 0 for MAN1A.PR.

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Each team gives a presentation on one aspect of the McKinsey 7S model. The schedule is as follows:

1 st lecture week	Introduction to the 7S model (by the lecturer)
2 nd lecture week	<i>Strategy and Structure</i>
3 rd lecture week	<i>Systems and Style of management</i>
4 th lecture week	<i>Staff and Skills</i>
5 th lecture week	<i>Shared values</i> and resit (if necessary)
6 th lecture week	Resits (if necessary)

So in lecture weeks 2 up till 4 we will have two teams giving a presentation each; in lecture week 5 we will have one team. Each presentation takes up to 20 minutes, followed by up to 10 minutes of discussion. The discussion will be initiated and directed by the presenting team.

Suggested structure of the presentation:

1. Introduction
2. Relevant theoretical concepts, illustrated with real-life examples. This is the main part! Search the Internet, use the book (Daft)!
3. Links to the other aspects.
4. Conclusion

After the presentation each team hands in a copy of the transparencies and a list of sources used.

Weekly schedule MAN1B

Book: The New Era of management . Daft

Week 1 and 2. MANAGER AND MANAGEMENT

Preparation: Daft Chapter 1 (Week 2)

Learning outcomes:

Students should be able to do the following:

- describe the concepts of management and organization
- identify the levels of management in organizations
- list the core activities of the management process

1. The basic concepts of management
2. The company: Its governance and management
3. levels of management in an organization
4. Managers: born or made?
5. Core activities of management
6. The management process and core activities
7. The competence of a good manager

Week 3. MANAGEMENT THEORIES

Preparation: From Daft Chapter 2: Management and Organization, Classical Perspective, Humanistic Perspective, Contingency View

Learning outcomes:

Students should be able to do the following:

- Explain why a study of management and organizational theory is important
- Summarize the most important schools of thought
- Understanding the functioning of work councils in Europe
- Describe the different stages in the growth and development of an organization

1. The first management theories
2. The modern schools of management theory
3. Organizational democracy

Week 4. ORGANIZATIONS AND THE ENVIRONMENT

Preparation: Daft Chapter 3

Learning outcomes

Students should be able to do the following

- Identify the various stakeholders of an organization
- Describe the contribution of stakeholders to the organization
- Identify the various environmental factors to which the organization is exposed
- Be aware of the effects of national cultures on organizations

1. An organization and its environment
2. Cultural differences

Week 5. DECISION MAKING AND CREATIVITY

Preparation: Daft Chapter 9; Chapter 19 up till p. 713

Learning outcomes:

Students should be able to do the following:

- Identify the various kinds of decisions
- Specify the various levels of learning in organizations
- Describe the key variables of individual behaviour
- Identify some motivation theory

1. Decision making and creativity
2. Individual behaviour
3. Group behaviour
4. Motivation theories

Week 6. INTRODUCTION TO HUMAN RESOURCE MANAGEMENT
Preparation: Daft Chapter 12

Learning outcomes:

Students should be able to do the following

- *describe and discuss the problems in managing human resources*
- *describe the added value of human resource and personnel management*

1. HRM – management of personnel and instruments
2. The added value of HRM and HRD

Other texts you will find on the Blackboard are compulsory and can give you extra and added perspectives in this course.