1. SUBJECT DESCRIPTION

Organizations define today's societies, and we all need to learn how to manage ourselves within them, and sometimes, even how to direct them. Any organization, an advertising firm, a pharmaceutical company, a non-for-profit, has the same thing in common, to provide value to clients. But who and how create this value? That's what we will be studying in this course. We will look at how organizations are set-up, how mission statements and values are defined, how goals are established and measured, and how managers and employees interact with each other and other stakeholders to delight customers. In addition, we will study different tools and skills that managers need to use in their daily activities to achieve the organization’s goals.

As a future professional, it’s important to get a glimpse of what you might experience once you join or start a business. This course will help you understand some of the issues involved in both managing and being managed; and equip you to become more effective contributors to the organizations that you join.

2. OBJECTIVES AND SKILLS

The objective of this course is to understand what roles organizations play within our society and take a closer look at how these organizations are managed. You will also learn about the different functions that coexist within an organization, and how these work together to satisfy customers’ expectations. This course will serve to familiarize students with the basic topics, concepts and issues that arise in any organization and amongst the people who work in them; while learning a set of skills managers use to resolve these issues.

This course is designed to also cover a number of smaller objectives:

- Understand what management is and the role a manager plays in an organization.
- Learn the importance of planning and strategy within an organization, and the tools required to effectively do this.
- Learn about the necessary functional areas needed to run a successful business: marketing, finance/accounting, operations/productions, sales and human resources.
- Develop the necessary skills to become a strong leader and communicator.
- Comprehend the importance of having controls throughout the business process.
3. CONTENT

The course is structured around the five major topics that most Management books cover: Management Fundamentals, Planning and Strategy, Organization and Human Resources, Leadership and Control.

SESSION 1
INTRODUCTION TO THE ORGANIZATIONAL MANAGEMENT COURSE AND ITS METHODOLOGY / INTRODUCTION TO ORGANIZATIONS AND MANAGEMENT
Lecture/debate

Objective
The first part of the class will center on the explanation of the course. The second part of the session will be the first lecture and its objectives are: understand who managers are and what they do; learn what an organization is and why it’s important to study management.

Deliverables
Bring to class a paragraph on your favorite company or organization.

SESSION 2
INTRODUCTION TO THE CASE STUDY METHOD AND CASE DISCUSSION.
Case discussion

Objective
Learn how to prepare a case study with your team, for further discussion in class.

SESSION 3
ENTREPRENEURSHIP AND NEW VENTURE CREATION
Lecture/debate/ Exam

Objective
Understand: the entrepreneurial revolution and process; who is an Entrepreneur; seeking the opportunity: creating, shaping, recognizing and seizing; screening venture opportunities; brainstorming tool; introduction to the business plan. Take the "Am I the Entrepreneur Kind of Person" exam.

SESSION 4
ORGANIZATIONAL CULTURE AND ENVIRONMENT
Lecture/debate

Objective
What is organizational culture and current issues; and understand how the environment affects a company and its desired results.

SESSION 5
MANAGING IN A GLOBAL ENVIRONMENT.
Lecture/debate

Objective
Outline the global environment; how to’s on global business; how global business affects managers; PESTLE analysis.

Deliverables
Hand in a paper on a company with a strong culture and define its particular culture.
SESSION 6
DISCUSS THE CASE “WAL-MART, 2005” BY DAVID B. YOFFIE, BARBARA J. MACK
Case discussion

SESSION 7
CORPORATE SOCIAL RESPONSIBILITY AND MANAGERIAL ETHICS
Lecture/debate

Objective
Understand social responsibility and how it affects businesses today. Debate on The Story of Stuff.

SESSION 8
Case discussion

SESSION 9
DECISION MAKING
Lecture/debate

Objective
Understand that decision-making is basically what a manager does; decision making process; types of decision making; types of problems and decisions; conditions; decision making styles. Practice using decision-making tools: Tree Diagram, Fishbone, Flowchart, Multi-voting, Prioritization.

SESSION 10
DECISION-MAKING TOOLS
Brainstorming Workshop

Objective
Tree Diagram, Fishbone, Flowchart, Multi-voting, Prioritization. Use a decision tool to select the teams’ business opportunity and another to chose a name for your company.

SESSION 11: PLANNING FUNDAMENTALS
Lecture/debate

Objective
Know what strategic planning is and how it helps managers be more efficient and effective.

SESSION 12
Case discussion

SESSION 13
STRATEGIC MANAGEMENT
Lecture/debate

Objective
Understand how a strategy well managed can make the difference amongst clients and competitors.

SESSION 14
Case discussion
SESSION 15
IMPLEMENTING GROWTH STRATEGIES
Lecture/debate

Objective
Learn how businesses grow from family run to corporations; growth strategies: market penetration, market development, product development, diversification; implementing growth strategies: mergers and acquisitions, leverage buyouts, restructuring, strategic alliances, joint/ventures.

SESSION 16
MIDTERM EXAM
Exam

SESSION 17
FINANCE IN A BUSINESS
Lecture/debate

Objective
Understand how a company finances itself; the difference between liabilities and equity; why finance/accounting skills are necessary in a business; calculating your startup costs; finding the money your business will need to begin with; budgeting, cash flow; computing your profitability.

SESSION 18
THE IMPORTANCE OF MARKETING
Lecture/debate

Objective
Understand the 4 P’s and how a marketing strategy affects a business.

SESSION 19
MANAGING HUMAN RESOURCES
Lecture/debate

Objective
The human resource process; planning and analysis for job positions; recruitment and selection; compensation, rewarding and diversity.

SESSION 20
MANAGING GROUPS AND TEAMS
Lecture/debate

Objective
Learn how teams are formed, how they work and some of the problems they need to overcome to work more effectively.

SESSION 21
MANAGING CHANGE AND INNOVATION
Lecture/debate

Objective
Understand how a change in the company affects the way managers do things. What is change? Forces needed to adapt to change; managing change; what’s needed to successfully adapt to change; stimulating innovation.
SESSION 22
MANAGING CHANGE AND INNOVATION
Case discussion/exam

Objective
Take exam “How well do you manage change”.

SESSION 23
DISCUSS CASE “MEG WHITMAN AT EBAY, INC. (A) BY LINDA A. HILL, MARIA T. FARKAS.
Case discussion

SESSION 24
COMMUNICATION AND TECHNOLOGY INFORMATION
Lecture/debate

Objective
Understand the importance of communication and technology in the organization; interpersonal communication; communication within the company; understanding information technology; communication in today’s companies. The Perfect Pitch video.

Deliverables
Prepare and present an elevator pitch on a company you are passionate about.

SESSION 25
MANAGING EMPLOYEE MOTIVATION
Lecture/debate

Objective
The importance of training. What is employee motivation and how does it affect the business? Current theories on motivation. The importance of knowing what is required of your work.

SESSION 26
LEADERSHIP
Lecture/debate

Objective
Understand the difference between a leader and a manager. Theories on leadership; leadership models; and leadership skills in the 21-century.

SESSION 27
CONTROL FUNDAMENTALS
Lecture/debate

Objective
Understand the importance that controls have in keeping the business in line with its strategy. What is Control and its importance? The control process; productivity; tools to control a business’s productivity; financial controls; and corporate governance.

Deliverables
Select a corporate leader that you admire and prepare a one-sheet essay on why you admire that leader.
SESSION 28
OPERATIONS MANAGEMENT AND THE VALUE CHAIN
Lecture/debate

Objective
Understand how managing a business’s operations will make it more efficient. What’s operations management and why is it important? Managing the value chain; Quality, ISO 9000 and Six Sigma

SESSION 29
E-COMMERCE
Lecture/ Case discussion

Objective
The importance of the Internet. Creating your web site; getting traffic; Search Engine Optimization (SEO); Buy Pay Per Clicks; define payment options; e-marketing.

SESSION 30: FINAL EXAM

4. METHODOLOGY AND ECTS WEIGHTING

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<thead>
<tr>
<th>EDUCATIONAL METHODOLOGY</th>
<th>ECTS</th>
<th>STUDY TIME</th>
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<tbody>
<tr>
<td>20 Theoretical Sessions (in class)</td>
<td>30%</td>
<td>22.5 hours</td>
</tr>
<tr>
<td>10 Practical Sessions (in class)</td>
<td>20%</td>
<td>22.5 hours</td>
</tr>
<tr>
<td>Group Work (outside the classroom)</td>
<td>10%</td>
<td>30 hours</td>
</tr>
<tr>
<td>Individual Studies (outside the classroom)</td>
<td>40%</td>
<td>30 hours</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100%</td>
<td>105 hours</td>
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5. EVALUATION SYSTEM

5.1. GENERAL OBSERVATIONS

Class Participation and Attendance (20%)
Students must come prepared to classes, with the assigned materials read and case studies analyzed. Several students will be called randomly per class to contribute to the class discussion. Useful questions made to the professor or to students presenting may improve your participation grade. Students need to participate in a minimum of 70% of theoretical classes and 90% of practical activities for each course. If you need to be absent, make sure to notify the professor prior to your absence.

Exams
There will be two exams. One mid-term (20%) and the final cumulative exam (40%) that will have concepts studied throughout the term.

Homework (20%)
Students MUST READ the course syllabus to know exactly WHAT they need to hand-in as homework and WHEN. All homework must be handed-in on the due date. Homework must be printed in an Arial font, size 12, double spaced. I will not correct anything delivered late.
Class Integrity
Cheating will absolutely result in the failure of the assignment or exam involved. Plagiarism on written assignments is considered cheating, so please make sure to quote the source when writing down someone else’s words or ideas.

5.2. EVALUATION AND WEIGHTING CRITERIA

<table>
<thead>
<tr>
<th>Component</th>
<th>Weightage</th>
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<tbody>
<tr>
<td>Class participation</td>
<td>20%</td>
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<tr>
<td>Mid-term exam</td>
<td>20%</td>
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<tr>
<td>Final exam</td>
<td>40%</td>
</tr>
<tr>
<td>Homework</td>
<td>20%</td>
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</tbody>
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5.3 EXTRAORDINARY EXAM

What is the extraordinary exam?
If your course grade is below 5.0 or you have missed more than nine classes without justification, you are required to take the extraordinary exam to pass the course.

What is on the test?
Everything that you have learned in class, including lectures (see uploaded presentations).

Evaluation
Each student can take 4 exams per subject in 2 consecutive courses.

– It is mandatory to attend 70% of the classes. Students who do not comply with this percentage of attendance lose the first exam and go directly to the second exam.
– Grading for the students on make-up exams will be subject to the following rules:
– Those students who failed the subject in the first round of exams, pass to the 2nd session.
– The maximum grade that a student may obtain in the 2nd exam session is 8.

To pass this course, you have to have grade higher or equal to 5.0.
60% of the grade – course grade you earned in the regular class
40% of the grade – extraordinary exam grade

6. LAPTOPS IN THE CLASSROOM

Students are encouraged to bring laptops to class. In some classes, students will be asked to go online in order to undertake research and prepare for discussion. At other times, I will ask for “lids down” which means the focus will be discussion oriented.