



# MANAGEMENT THEORIES

<b>Course code</b>	<i>MNG102</i>
<b>Course title</b>	<i>Management theories</i>
<b>Type of course</b>	<i>Main</i>
<b>Stage of study</b>	<i>Undergraduate</i>
<b>Department in charge</b>	<i>Undergraduate school</i>
<b>Year of study</b>	<i>1<sup>st</sup></i>
<b>ECTS</b>	<i>6; 48 class hours, 112 hours of self-study, 2 hours of consultations (direct or distant form)</i>
<b>Coordinating lecturer</b>	<i>Dr. Dominyka Venciūtė, PhD Cand. Martin Aubel</i>
<b>Studies form</b>	<i>Full-time classes</i>
<b>Prerequisites</b>	-
<b>Language of instruction</b>	<i>English</i>

## Course description

This course introduces the main management theories and their evolution. Students will be able to understand the reasons and environment of management thought evolution as well as their applicability back then and now.

## Course aim

The course aims to familiarize students the fundamental concepts of management and evolvement of management theories. Students shall gain familiarity with the fundamental concepts of management and evolvement of management theories. During this course, students have the opportunity to evaluate the influence of management studies on the operations of organisations.

<b>Course learning outcomes (CLO)</b>	<b>Study methods</b>	<b>Assessment methods</b>
CLO1 Be able to describe, compare and discuss the main management theories	Lecture, in-class discussions and homework	Midterm and final exam assessment, group homework assessment
CLO2 Be able to outline strengths and weaknesses of each managerial theory and their applicability in given managerial situations	Lecture, in-class discussions and homework	Midterm and final exam assessment, group homework assessment
CLO3 Be able to understand the reasons and the environment of management thought evolution	Lecture, in-class discussions and homework	Midterm and final exam assessment, group homework assessment
CLO4 Be able to identify a theory behind an actual business behavior and suggest solutions to observed problems	Lecture, in-class discussions and homework	Midterm and final exam assessment, group homework assessment
CLO5 Be able to predict possible management thought evolution in the future	Lecture, in-class discussions and homework	Midterm and final exam assessment, group homework assessment
CLO6 Be able to analyze, present, discuss and work in a team	Lecture, in-class discussions and homework	Group homework assessment

## Quality management

Diverse teaching methods – lectures, discussion, self-study and homework are applied. Students are encouraged to speak up in class, improving their language skills and vocabulary. All the material is available for students on the e-learning platform

## Cheating prevention

The ISM regulations on academic ethics, including cheating (see: *ISM regulations*) are fully applied in the course during the entire module. A combination of evaluation methods, including student self-evaluation (of teamwork on the project), will be employed to minimize the opportunity for cheating and free-riding.



### Course content

Week	Date	Topic	Class hours		Readings
			Theory	Practice	
1	2019 02 08	1. Introduction 2. Origins of management science: the early strategists	2	2	Schermerhorn Ch. 1
2	2019 02 15	3. Classical theories of organization management. Scientific management theory <i>Practice</i>	2	2	Schermerhorn Ch. 2
3	2019 02 22	4. Classical theories of organization management. General administrative theory 5. Human relationship theories: experiments of Hawthorne <i>Practice</i>	2	2	Schermerhorn Ch. 2
4	2019 03 01	6. School of behaviourism: motivational theories 7. Participative theory <i>Practice</i>	2	2	Schermerhorn Ch. 2, 13
5	2019 03 08	8. Theory of management science: quantitative management techniques 9. Peculiarities of American and Japanese management. Theory „Z“ 10. Theory of professional management <i>Practice</i>	2	2	Schermerhorn Ch. 2, 11
6	2019 03 22	<b>Mid-term exam</b> <i>Practice</i>	2	2	
7	2019 03 27	11. Theory of strategic management 12. Management by objectives <i>Practice</i>	2	2	Schermerhorn Ch. 7
8	2019 04 03	13. Approach of systematic and situational management. Organizational structure and design <i>Practice</i>	2	2	Schermerhorn Ch. 8
9	2019 04 10	14. Theory of group behaviour <i>Practice</i>	2	2	Schermerhorn Ch. 14
10	2019 04 17	15. Innovation and creativity management <i>Practice</i>	2	2	Schermerhorn Ch. 9
11	2019 04 24	16. Knowledge management 17. The future of management thought <i>Practice</i>	2	2	
12	2019 05 08	<i>Course finalization</i>	2	2	
		<b>Total</b>	<b>24</b>	<b>24</b>	

### Individual work and evaluation

Task	Total hours	Final grade, %
Group homework	22	25
Midterm written exam (topics 1-9)	40	35
Final written exam (topics 10-17)	40	40
<b>Total:</b>	<b>112</b>	<b>100</b>



### Assessment methods

**Group homework** is presented as a practical task accomplished after classroom activities in order to embed knowledge and skills. The volume of the homework, the duration of presentations, the detailed requirement for the format and the content, and the evaluation criteria could be found in the ISM intranet.

Group homework makes 25% of final grade. The individual student will receive the grade of the group. Consultations will be set during the practice time.

**Midterm written exam** will be organized as individual written exam encompassing 1-9 items of the course. The exam will consist of theoretical short-answer or/and multiple-choice questions as well open questions. Interim written exam makes 35% of final grade. Consultations will be set during the practice time.

**Final written exam** will be organized as individual written exam encompassing 10-17 items of the course. The exam will consist of theoretical multiple-choice questions as well as cases. Final written exam makes 40% of final grade. Consultations will be set during the practice time.

**Readings** comprises the main as well as additional literature. Different articles and cases as the readings will be assigned before the lecture. Individual readings will be assessed through the group reports, exams as well as class discussions.

### Note that:

All the identified tasks should be accomplished during the semester according to the schedule given by the lecturer. **None** of the tasks might be accomplished later on. The graded papers might only be viewed at the time set by the lecturer.

If the final grade is negative, the student is allowed to retake the exam during the exam retake session. In that case the exam will consist of all mid-term and final exam material and be worth of **75% of final grade**. The retake does not involve group homework. The latter evaluation will be added to the retake grade.

### Literature

1. Alonderiene, R. (2018). Selection of the Management Theories readings. Electronic version. Kaunas. ISM
2. Schermerhorn, J. R. (2010). *Exploring Management, 2<sup>nd</sup> ed.* Wiley & Sons

### Additional

1. Stoner, J.A.F., Freeman, R.E., Gilbert, D.R.Jr. (1999). **Vadyba**. Kaunas: Poligrafija ir informatika. 660 p.
2. Zakarevičius, P. (2002). *Vadyba: genezė, dabartis, tendencijos*. Kaunas: Vytauto Didžiojo universitetas. 225p.
3. Wren, D.A. (1994). *The Evolution of Management Thought*, John Wiley & Sons, Inc. 466p.
4. Kvedaravičius, J. (1998). Graičiūno vieta ir reikšmė vadybos raidoje. *Organizacijų vadyba: sisteminiai tyrimai, Nr.8*. Kaunas: VDU. 1998.
5. Kasiulis, J., Barvydienė, V. (2001). *Vadovavimo psichologija*. Kaunas: Technologija, 2001. 327p.
6. Sheldrake, J. (2003). *Management Theory*, 2nd ed. Thomson, 2003, 257p.
7. Crainer, S. (2003). *The Ultimate Business Library: the Greatest Books that Made Management*. Oxford: Capstone, 324p.
8. Crainer, S. (1998). *Key management Ideas*, 3rd ed. Prentice Hall, 304p.
9. *Administrative and Management Theory* (1995). ed. Miner, J.B. USA: Dartmouth, 434p.
10. Gordon, J.R. (2002). *Organizational behaviour: a diagnostic approach*. Upper Saddle River, N.J.: Prentice Hall. 589 p.