



UNIVERSITY OF CAGLIARI

COURSE: MANAGEMENT (9 ECTS/54 H)  
A.Y. 2023–2024 | 2<sup>nd</sup> Term

GENERAL INFORMATION	DAYS & ROOM
<p><b>Module I.</b> Essentials of Modern Management: Navigating Environments, Leadership, and Entrepreneurship.</p> <p><b>Prof. Maryia Zaitsava</b> Email: <a href="mailto:maryia.zaitsava@unica.it">maryia.zaitsava@unica.it</a> Office: Baffi Building, 2<sup>nd</sup> Floor, Office 9 Office Hours: Thursdays 09:00 AM – 11:00 AM, and upon email request</p> <p>TEAMS code: t7lbpoc</p>	<p><u>Classes:</u> Mondays, Tuesdays, and Wednesdays <u>Hours:</u> 10:00 – 12:00 <u>Room:</u> CM5 Aresu Campus [Via S. Giorgio, 12 - 09124 Cagliari]</p>
<p><b>Module II.</b> Strategic Horizons: Integrating Planning, International Management, Organizational Structure, and Innovation</p> <p><b>Prof. Elona Marku</b> Email: <a href="mailto:elona.marku@unica.it">elona.marku@unica.it</a> Office: Baffi Building, 2<sup>nd</sup> Floor, Office 9 Office Hours: Fridays 8:00 AM – 10:00 AM, and upon email request</p>	<p><u>Classes:</u> Mondays, Tuesdays, and Wednesdays <u>Hours:</u> 10:00 – 12:00 <u>Room:</u> CM5 Aresu Campus [Via S. Giorgio, 12 - 09124 Cagliari]</p>

**COURSE DESCRIPTION**

The course covers the theory and practices of management for business organizations. It focuses on *how* the broad field of management can be applied to different types of firms. The course consists of two modules. After providing students with an overall framework, the course aims to develop their ability to analyze a broad range of approaches to management studies, outline the primary business functions, and critically evaluate the influences of controversial issues in the business environment.

**PREREQUISITES**

Basic concepts of business and economics.

<b>COURSE CONTENT</b>
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**Module 1.** Essentials of Modern Management: Navigating Environments, Leadership, and Entrepreneurship

1. Managing and Performing in a Global World
2. The External and Internal Environment
3. Entrepreneurship
4. Managerial Decision Making
5. Leadership

**Module 2:** Strategic Horizons: Integrating Planning, International Management, Organizational Structure, and Innovation

6. Planning and Strategic Management
7. International Management
8. Organization Structure
9. Managing Technology and Innovation

<b>LEARNING OBJECTIVES</b>		
<b>Objective</b>	<b>By the end of this course, students should be able to:</b>	<b>Addressed via:</b>
<b>1</b>	1.1. Summarize the major challenges of managing in the new competitive landscape; 1.2. Describe the sources of competitive advantage for a company; 1.3. Explain how the functions of management are evolving in today’s business environment; 1.4. Compare how the nature of management varies at different organizational levels; 1.5. Define the skills needed to be an effective manager.	Lectures, cases, tutorials, and exam
<b>2</b>	2.1. Describe how environmental forces influence organizations and how organizations can influence their environments; 2.2. Distinguish between the microenvironment and the competitive environment; 2.3. Identify elements of the competitive environment; 2.4. Summarize how organizations respond to environmental uncertainty; 2.5. Define elements of an organization’s culture; 2.6. Discuss how an organization’s culture and climate affect its response to its external environment.	Lectures, cases, tutorials, and exam
<b>3</b>	3.1. Describe why people become entrepreneurs; 3.2. Describe what is opportunity and necessity entrepreneurship; 3.3. Summarize how to assess opportunities to start new businesses; 3.4. Identify common causes of success and failure; 3.5. Discuss common management challenges; 3.6. Describe how managers of large companies can foster entrepreneurship.	Lectures, cases, tutorials, and exam
<b>4</b>	4.1. Describe the kinds of decisions managers face; 4.2. Summarize the steps in making “rational” decisions; 4.3. Recognize the pitfalls to avoid when making decisions; 4.4. Evaluate the pros and cons of using a group to make decisions;	Lectures, cases, tutorials, and exam

	<p>4.5. Identify procedures to use in leading a decision-making group;</p> <p>4.6. Explain how to encourage creative decisions;</p> <p>4.7. Discuss the processes by which decisions are made in organizations;</p> <p>4.8. Describe how to make decisions in a crisis.</p>	
<b>5</b>	<p>5.1. Discuss the differences between a manager and a leader;</p> <p>5.2. Summarize what people want and what organizations need from their leaders;</p> <p>5.3. Explain how a good vision helps to be a better leader;</p> <p>5.4. Identify sources of power in organizations;</p> <p>5.5. Describe types of opportunities to lead;</p> <p>5.6. Distinguish between charismatic and transformational leadership;</p> <p>5.7. Describe personal characteristics that contribute to leader effectiveness;</p> <p>5.8. Define the soft skills needed to be an effective modern leader;</p> <p>5.9. Understand the main principles of effective time management, delegating, and multitasking.</p>	Lectures, cases, tutorials, and exam
<b>6</b>	<p>6.1. Summarize the basic steps in any planning process;</p> <p>6.2. Describe how to integrate strategic planning with tactical and operational planning;</p> <p>6.2. Identify elements of the external environment and internal resources of the firm to analyze before formulating a strategy;</p> <p>6.3. Define core capabilities and explain the foundation for business strategy;</p> <p>6.4. Summarize the types of choices available for corporate strategy;</p> <p>6.5. Discuss how companies can achieve competitive advantage through business strategy;</p> <p>6.6. Describe the keys to effective strategy implementation.</p>	Lectures, cases, tutorials, and exam
<b>7</b>	<p>7.1. Discuss what integration of the global economy means for companies and their managers;</p> <p>7.2. Describe how the world economy is becoming more integrated than ever before;</p> <p>7.3. Define the strategies organizations use to compete in the global marketplace;</p> <p>7.4. Compare the various entry modes organizations use to enter overseas markets;</p> <p>7.5. Explain how companies can staff overseas operations;</p> <p>7.6. Summarize the skills and knowledge managers need to manage globally;</p> <p>7.7. Identify ways in which cultural differences between countries influence management.</p>	Lectures, cases, tutorials, and exam
<b>8</b>	<p>8.1. Explain how differentiation and integration influence an organization's structure;</p> <p>8.2. Summarize how authority operates;</p> <p>8.3. Define the roles of the board of directors and the chief executive officer;</p> <p>8.4. Discuss how the span of control affects the structure and managerial effectiveness;</p> <p>8.5. Explain how to delegate effectively;</p> <p>8.6. Distinguish between centralized and decentralized organizations;</p> <p>8.7. Summarize ways organizations can be structured;</p> <p>8.8. Identify the unique challenges of the matrix organization;</p> <p>8.9. Describe important integrative mechanisms.</p>	Lectures, cases, tutorials, and exam
<b>9</b>	<p>9.1. Describe the types of processes that spur the development of new technologies;</p> <p>9.2. Describe how technologies proceed through a life cycle;</p>	Lectures, cases, tutorials, and exam

<p>9.3. Discuss ways to manage technology for competitive advantage;  9.4. Summarize how to assess technology needs;  9.5. Identify alternative methods of pursuing technological innovation;  9.6. Define critical roles in managing technology;  9.7. Describe the characteristics of innovative organizations;  9.8. Describe the characteristics of successful development projects.</p>	
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<b>TEACHING METHODS</b>
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Teaching methods include face-to-face or online classes and the discussion of short cases focused primarily on multinational companies.

<b>EVALUATION AND GRADING CRITERIA</b>
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**Module I grade:**

Your grade for Module I will be the average of your scores from the Mid-term exam and the Business Case Solving assignment.

- **Mid-term exam** [[check the dates here](#)]:
  - ✓ Exam consists of the two open questions on the selected topics from Module I including Chapters 1, 2, 3, 4, and 5
  - ✓ 1-hour exam [April 2024]
  
- **Business case solving** (group work):
  - ✓ There will be assigned a specific date for all groups presenting their case study in class. Be sure to mark this date in your calendar!
  - ✓ Working in teams, you will tackle the case study and craft a compelling presentation of your findings and solutions.
  - ✓ Each team has a strict time limit of 10 minutes for their presentation. Please be concise and focused; exceeding this limit will lead to interruption.
  - ✓ Your presentation slides must be emailed to [maryia.zaitsava@unica.it](mailto:maryia.zaitsava@unica.it) no later than 12 hours before your scheduled presentation day. Presentation slides sent after the indicated time will not be considered.
  - ✓ More information on the case study, evaluation criteria and deadlines will be provided during classes.

**IMPORTANT!** Non-attending students or students who do not pass Mid-term exam will take a final written exam that consists of five open questions counting for 100% of the final grade.

**Module II:**

Students will take a written exam that consists of three open questions. Details will be provided during the classes.

The grading criterion is based on the following elements:

- Accuracy and rigor;
- Completeness in describing and discussing the key elements related to the topic;
- Ability to discuss, connect key elements of the topic in an original and appropriate way.

Grades are on a 30/30 basis and the assessment logic is summarized in the table below.

<b>Assessment Logic</b>	
<b>30/30</b>	<i>Excellent</i> – Students know in depth the topic that is described in detail and rigorously. They prove to have a comprehensive view of what is learned, allowing them to make innovative and appropriate theoretical connections. They discuss the topic in coherence with the questions, and their answers are accurate and complete.
<b>27/30– 29/30</b>	<i>Good</i> – Students show to know all the contents appropriately. In their discussion, they make interesting connections, and they are accurate in developing their answers.
<b>24/30 - 26/30</b>	<i>Quite good</i> – Students show to know the contents and have understood principles surrounding the topic, even if their discussion presents some weakness and inaccuracy (the ability to create connections among theoretical concepts).
<b>21/30 - 23/30</b>	<i>Sufficient but poor discussion</i> – Students know the basic definitions. However, there are some gaps in the critical analysis to support the discussion of cases and the formulation of examples.
<b>18/30 - 20/30</b>	<i>The basic knowledge is acquired</i> – Students know the basic definitions, but the answers present relevant gaps, and the discussion is absent, or inaccurate, poor, and incomplete.
<b>0 - 17/30</b>	<i>Not sufficient</i> – More learning efforts are required to know better and understand the contents of the course.

<b>TEXTBOOK AND ADDITIONAL MATERIALS</b>
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Bateman, T., Snell, S., & Konopaske, R. (2022). *Management: Leading & Collaborating in a Competitive World*, 15th Edition, McGraw-Hill. ISBN: 1260261522

- McGraw-Hill Higher Education  
<https://www.mheducation.com/highered/product/management-leading-collaborating-competitive-world-bateman-konopaske/M9781264124367.html>

Additional materials such as slides, cases, papers, etc., will be provided during the course.

**Note:** Slides do NOT replace the textbook; they support active learning, but they are insufficient to pass the exam. They will be uploaded on the Professors’ website.