



COURSE UNIT DESCRIPTION

Dalyko (modulio) pavadinimas lietuvių kalba	Course unit title	Course unit code
ORGANIZACIJŲ VADYBA	ORGANIZATIONAL MANAGEMENT	

Lecturer(s)	Department where the course unit is delivered
Coordinator: Doc. Dr. Virginijus Tamaševičius; Other lecturers:	Vilnius University, Faculty of Economics and Business Administration, Department of Management

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	Autmn / Spring	English

Prerequisites	
Primary prerequisites: English language level B2	Parallel prerequisites (if any): no.

Number of ECTS credits allocated	Student's workload	Contact hours	Individual work
5	130	48	82

Purpose of the course unit: programme competences to be developed

To introduce students to the issues of management of contemporary organizations to help them better adapt to the requirements of management environment: to develop business management, entrepreneurship and leadership skills; to develop knowledge about building organizations and their effective and efficient management based on higher ethical and social standards; to understand the complexity of political, economic, social and technological environment of contemporary organizations; to understand processes within organizations and be able to apply management principles for process identification, modelling and improvement; to know the most advanced management complex tools and to understand challenges for their implementation in organizations.

Learning outcomes of the course unit	Teaching and learning methods	Assessment methods
Will be able to analyse internal and external organizational environment, to explain principles of sustainable development, social responsibility and business ethics, to distinguish management roles and functions in organizations.	Problem-based teaching, case studies, class assignments, project work, self-reading.	Participation, project work, test.
Will be able to analyse and to assess strategic and operational plans of organizations. Will be able to choose appropriate decision making methods. Will be able to analyse organizational management structures, to find out their advantages and disadvantages. Will be able to identify effective teams.	Problem-based teaching, case studies, class assignments, project work, self-reading.	Participation, project work, test.
Will be able to explain and to recommend appropriate methods of innovation and knowledge management for organizations.	Problem-based teaching, class assignments, self-reading.	Participation, project work, test.
Will be able to describe and explain principles of process management, to assess organizations from the functional and process point of views, to be able to model organizational processes.	Problem-based teaching, class assignments, project work, self-reading.	Participation, project work, test.
Will be able to explain and assess the possibilities to use advanced management tools, like Balanced scorecard and Lean management in specific organizations.	Problem-based teaching, case studies, class assignments, project work, self-reading.	Participation, project work, test.

Course content: breakdown of the topics	Contact hours						Individual work and assignments	
	Lectures	Consultations	Seminars	Tutorials	Laboratory work internship/work placement	Contact hours	Individual work	Assignments
1. Introduction to management Managers and management. Skills and competencies required for managers. Challenges for contemporary management. Political, economic, social, technological environment of a company (PEST). Stakeholders. Business ethics, social responsibility, organizational image. Organizational culture and socialisation of employees. Intercultural management. The development of management thoughts, the major trends of 21 century.	4		2			6	5	1 (p. 26-39, 52-64); 6 (p. 1-14); 7 (p. 1-15).
2. Goals setting and planning. Strategic management and strategic thinking. Types of strategies. Strategic and operational planning. Decisions and their role in management. Rational thinking, bounded rationality and intuition in decision making. Manager in decision making process.	2		1			3	3	1 (p. 94-111; 126-136).
3. Organising. Division of work and departmentalisation. Types of organization structure. Information flows in organizational structures. Traditional and new ways of organizing. Power and responsibility. Creation of learning organization.	2		1			3	3	1 (p. 154-175).
4. Human resource management. Planning the needs for employees. Recruiting and selection. Training and development. Talent management. Employees' evaluation and compensation. Labour relations and career management.	2		1			3	3	1 (p. 184-208).
5. Change management and innovations. Two interpretations of changes. Radical and incremental changes. Changes and innovations. Resistance to change. Changes and stress. Innovations and their management. Types of innovations. Innovations models.	2		1			3	3	1 (p. 222-235); 2 (p. 266-271).
6. Leadership and employees' motivation Manager and leader. Theories of leadership. Individuals, groups, teams' management. The advantages of team work. Team building process. Transforming employees' groups to teams. Motivating employees. Working environment.	4		2			6	5	1 (p. 273-287, 297-313).
7. Information, communication and knowledge management. The role of information management and communication in management. Objectivist and practice – based perspective on knowledge. Social	4		2			6	5	2 (p. 478-488); 3 (p. 15-39).

and cultural factors of knowledge dissemination and management. Relationship between learning, innovations and knowledge management. The process of knowledge management.										
8. Controlling. The principles of control. The process of control. Types of control. The role of standards and measurements in control. Control of management processes. Operations control. The specifics of control in manufacturing and service companies.	4		2					6	5	1 (p. 370-385, 392-410).
9. Process management. Process definition. Classification of processes. Identification of processes and their improvement. Structuring processes, process maps. Modelling processes.	4		2					6	5	4 (p. 6-65).
10. Advanced management tools. Balanced scorecard BSC. The link between balanced scorecard and strategic management. Implementing BSC. Lean management. Lean philosophy, principles, methods. Evolution of Lean organizations. Lean change management. Lean auditing.	4		1					5	5	5 (p. 37-54).
Group work - company's management analysis project.								-	20	Group work: To select an organization and to make analysis of four management functions (planning, organizing, leading and controlling) of that organization. The ideas presented in the course should be applied in analysis. Requirements for formatting of paper: Scope - up to 15 pages; font - Times New Roman, font size - 12 pt, interval - 1.
Egzamination. Preparing for examination test and discussion afterwards (discussing examination questions, process of teaching, the content of the course, its relevance and other issues).		1						1	20	Preparation for examination (studying course materials).
Total	32	1	15					48	82	

Assessment strategy	Weight %	Deadline	Assessment criteria
Participation	10 %	All semester	Participation in classes, discussions of cases, doing assignments. <ul style="list-style-type: none"> ○ 1 point – actively participates in discussions, provides arguments, identifies problems, gives critical assessments, understand procedures and requirements. ○ 0 points – do not take part in discussions, passive attitude.
Project work	30 %	Following the schedule during semester	The criteria to evaluate project work: the scope of concepts used – 40 %; the analysis of issues discussed - 40 %; presentation - 20 %. <ul style="list-style-type: none"> - Written project: ○ 2 points – analysis is based on large set of management concepts, data from the company are relevant for analysis, structure of paper is appropriate, conclusions are based on analysis made. ○ 1 point – analysis is relevant for assignment, but is narrow in scope, data are provided, but lacking necessary management explanations and implications, conclusions only partly are supported by analysis. ○ 0 points – assignment is not submitted or is irrelevant. Course

			<p>concepts are not applied or applied improperly, data are not provided or provided without link to the concepts, conclusions are irrelevant.</p> <ul style="list-style-type: none"> - Presentation of project and discussions: <ul style="list-style-type: none"> o 1 point – presentation is well structured, communication is engaging, discussions involves people from auditorium. o 0 points – presentation is not relevant for the course, difficult to understand ideas presented, auditorium is not engaged.
Examination (test)	60 %	End of semester	<p>Prerequisite for the test is submission of project work.</p> <p>The test consists of 20 open-ended questions. Every answer is evaluated either 0, or 1, or 2 points score.</p> <ul style="list-style-type: none"> o 0 – answer is not provided, or is irrelevant. o 1 – answer is missing important ideas, but refer to some side-line relevant issues. o 2 – answer provides relevant answer to the question asked. <p>The final evaluation of test depends on test score:</p> <ul style="list-style-type: none"> o 6 points – from 36 to 40 o 5 points – from 33 to 35 o 4 points – from 29 to 32 o 3 points – from 26 to 28 o 2 points – from 23 to 25 o 1 point – from 20 to 22 o 0 points – 19 or less

Author	Publi shing year	Title	Issue No or volume	Publishing house or Internet site
Required reading				
1. Robbins, Stephen P.; Decenzo, David A.; Coulter, Mary	2013	Fundamentals of management; 8 th Ed: essential concepts and applications. Global edition.		Essex: Pearson Education Limited.
2. Jones, Gareth R.; George, Jennifer M.	2016	Contemporary management, 9 th ed.		New York: McGraw-Hill Education
3. Hislop, Donald	2005	Knowledge Management in Organizations		New York: Oxford University Press Inc.
4. Šilingas, Darius		Business Process Modeling with BPMN		http://www.cameobusinessanalyst.com/images/files/no-magic_business-process-modeling-with-bpmn.pdf
5. Rother, Mike	2013	Toyota Kata		Kaunas: Smaltijos leidykla.
6. Buble, Marin	2015	Tendencies in evolution of 21st century management		http://moj.efst.hr/management/Vol20-Specissue/1-Buble%20-%20Management%20tendencies.pdf
7. Ouye, Joe Aki	2011	Five Trends that Are Dramatically Changing Work and the Workplace		https://www.knoll.com/media/18/144/WP_FiveTrends.pdf
Optional reading				
Robbins, Stephen P.; Coulter, Mary	2012	Management		New Jersey: Pearson Education, Inc.
Cameron, Esther; Green, Mike	2012	Making sense of change management		London: Kogan Page Ltd.
Kaplan, Robert; Norton, David	1996	Strategic learning & the Balanced Scorecard		http://www.emeraldinsight.com/doi/pdfplus/10.1108/eb054566
Obara, Samuel; Hunter, Dan	2015	Toyota pagal Toyota		Vilnius: Vaga.