

Management (BPH_AMBE)
(fall 2024)

Student Guide

Lecturer:

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Please quote the Reference Number in your reply.

Dear Students,

Thank you for your interest and enrolment into the course. I will do my best so that you learn new valuable things. Hopefully, you will still regard your decision to take this course to be a good one at the end of semester.

At Masaryk University, we are committed to ensuring an excellent working and learning environment. Achieving this is a continuous process which includes continuous improvement process. You can help us. Part of this process includes receiving feedback from students, analysing the feedback, and using it to make improvements where necessary. For this reason, please take the time to make your views known. Your opinion is very important, thank you for your input.

Good luck,

PS

Course objectives

This is a (standard) elementary course of business management. The course is focused on management in business organizations as well as in non-business organizations. At the end of this course, you should be able to:

- explain the nature of an organization and the impact of organizational strategy and organizational culture on the organizational structure;
- describe basic types of organizational structures;
- apply the principles of organization on the creation of organizational structures;
- explain the nature of planning and decision-making;
- apply methods of decision analysis to solving decision-making problems explain the nature of influencing;
- describe the principles of selected motivational theories and explain their relationship to the incentive instruments and motivational system;
- explain the essence of leadership, motivation and communication;
- describe the trends of management in the context of economic, social and political conditions of the twentieth century and further development on the threshold of twenty-first century.

Course schedule

Week	Dates	MONDAY (lectures)	WEDNESDAY (seminars)
1	23./25. 9.	CANCELLED (annual assembly of ECON MUNI academic community)	Introduction to the course Seminar project introduction, topics and goals discussion
2	30. 9./2. 10.	Introduction to Management The Evolution of Management Thought	Managing Projects (lecture) Seminar projects assignment
3	7./9. 10.	Organizational Culture External Environment	CASE STUDY 1 Analysing environment
4	14./16. 10.	Decision Making (lecture)	CASE STUDY 2 Making decisions
5	21./23. 10.	Planning	CASE STUDY 3 Planning
6	28./30. 10.	CANCELLED (public holiday)	Human Resource Management Understanding Individual Behavior
7	4./6. 11.	Reading week (no lectures and seminars)	
8	11./13. 11.	Organizing	Seminar projects - mid term check point and feedback
9	18./20. 11.	Managing Groups and Teamwork	CASE STUDY 4 Organizing
10	25./27. 11.	Leading	CASE STUDY 5 Managing human resources
11	2./4. 12.	Motivation	Seminar Projects (presentations)
12	9./11. 12.	Controlling	Seminar Projects (presentations)
13	16./18. 12.	Round Table Q+A, course feedback	EXAM

Important deadlines:

6/11/2024 Uploading your Course Project Brief into the homework vault in the IS.

1/12/2024 Uploading your presentation slides into the homework vault in the IS.

15/12/2024 Uploading your Course Project Plan into the homework vault in the IS.

Please note that uploading the above-mentioned documents is **mandatory**. All vaults close at 23:59 on the respective dates. Late deliveries are not accepted. Documents can be handed in **through the vaults ONLY**. No other means of delivery are accepted.

Course grading

Your final grade will consist of several partial results which you will get throughout semester from graded activities.

Some of these graded exercises will be individual, some of them will be teamwork. That means that your final grade will be influenced by your individual effort as well as by your ability to cooperate within a team. Just like in the real life.

Graded activities in this course are as follows:

Graded exercise	Form	Type	Weight
Project Brief	written	team	10%
Presentation of the Project Plan	oral	team	10%
Project Plan	written	team	35%
Exam	written	individual	45%
Overall grade			100%

Important!

Please note that your eligibility for a re-sit of graded activities is governed by Study and Examination Regulations of Masaryk University.

You are only eligible to re-sit attempts that you had missed **for a good reason** (typically health issues, illnesses, etc.) which provide for granting an excuse. Please note that for example pre-scheduled travel DOES NOT constitute such a good reason. You will not be allowed to re-sit missed attempt which had not been excused prior or immediately after the scheduled date (for scheduled weeks see course schedule table above).

Please note that Masaryk University is very serious about enforcement of ethical standards in teaching and examination. Any copying, keeping a record of tests or carrying the tests out, using forbidden aids including any communication devices or any other breach of objectivity of the exam is regarded as a failure to meet the obligations of the subject and as a serious breach of study regulations. Consequently, the teacher grades the student with "F" and the dean is allowed to initiate a disciplinary action, which might lead to the termination of the studies.

Course project

Management is best defined as “reaching goals with and through other people.” Therefore your competencies related to cooperation within teams will be of utmost importance when you will be looking for the job.

Your course project within this course aims to facilitate both:

- improving your knowledge base as you will focus to some particular area of management (e.g. human resources, planning, decision making);
- improving your cooperation competencies as you will be working on the paper with one of your fellow students.

Course project assignment

The goal of your course project will be to provide a plan for a fictitious or real-life project of your choice in such a way that meets basic quality criteria of project planning. A project plan provides a statement of how and when objectives of the project are to be achieved, by showing major products, activities and resources required for the scope of the plan.

The course project will have the final form of a written project plan. Word/pdf documents are to be uploaded in the vault through IS.

You will develop the plan for your project in two steps:

- Project brief
- Project Plan

A. Project Brief

Project Brief is used to provide full and firm foundation for the initiation of the project and is created during starting up a project.

Project Brief includes the following:

- Project definition – explains what the project needs to achieve. It covers the background, definition of project objectives, desired outcomes, project scope and exclusions, constraints and assumptions, and project tolerances.
- Outline business case – covering the reasons why the project is needed and the (business) options selected.
- Project product description – explaining quality expectations and acceptance criteria.
- Project management team structure – describing the role of those in the project management team.

The Project Brief is to be delivered via a homework vault no later than the deadline set in the course schedule. It has the form of a written paper with following formal arrangements:

- Cover page including paper title, authors' names and UCOs, word count without reference list, total word count.
- Minimum length: 5 pages (excluding cover and list of references and annexes), Arial 12, margins 2 cm, line spacing 1. Pictures and charts larger than 1/3 of a page will be included in annexes and referenced in the text (annexes do not count into total number of pages).

B. Project Plan

The Project Plan provides a statement of how and when objectives are to be achieved, by providing the major products, activities and resources required for the scope of the plan. It identifies the management stages and other major control points. A plan should cover not just the activities to create products but also the activities to manage product creation.

Project Plan includes the following:

- planning assumptions – assumptions upon which the plan is based;
- products description – description of the products to be delivered within the scope of the project, inc. quality tolerances for each product;
- tolerances – time, cost and scope tolerances;
- budgets – time and cost budgets, including provisions for risk and changes;
- schedule – incl. a Gantt chart and product breakdown structure;
- monitoring and control – details how the plan will be monitored and controlled.

The Project Plan is to be delivered via a homework vault no later than the deadline set in the course schedule. It has the form of a written paper with following formal arrangements:

- Cover page including paper title, authors' names and UCOs, word count without reference list, total word count.
- Minimum length: 10 pages (excluding cover and list of references and annexes), Arial 12, margins 2 cm, line spacing 1. Pictures and charts larger than 1/3 of a page will be included in annexes and referenced in the text (annexes do not count into total number of pages).

Course project evaluation

Both parts of your course project (Project brief and Project plan) will be evaluated against the following criteria (covering both quality of content and formal aspects):

- documents include all expected information (see above);
- the content quality and rigour of presented material;
- cover page is according to assignment;
- formal quality of the document (language, typos, formatting);
- the paper meets the criterion of minimum length. **PLEASE NOTE** that papers which will not meet the minimum required length will be deducted ¼ of the points gained;
- the paper was handed in due time. **PLEASE NOTE** that papers which will not be handed in within due deadline will be deducted ¼ of the points gained.

Course project presentations

Presentation skills are important for every manager. That is why oral presentation of your paper is normally included in the course schedule. The goal is to facilitate presentations skills development. All that in English, which for most of us, is only our second language.

Presentation evaluation

Oral team presentation is part of the team project and will be evaluated as the separate graded activity (see Course Schedule).

Visual aids (slides) for presentations will be prepared and uploaded in the vault through the IS within the set deadline.

Oral presentation will take 12 – 15 mins. Shorter or longer presentations will face points deductions during evaluation process (see evaluation criteria below).

Every member of a team MUST take part at the oral presentation.

The presentation will be evaluated against the following criteria:

- verbal an non-verbal communication
 - o verbal communication is clear and fluent
 - o presenters DO NOT read their text
 - o they have an eye contact with audience;
- visual presentation guidelines (slides);
 - o slides help audience to understand;
 - o slides are clear and easy to read;
 - o graphical tools are used where helpful.
- presentation structure
 - o goal / aim is presented and is clear;
 - o structure of the presentation is clear;
 - o structure is relevant to the goal/type of the presentation;
 - o audience do not get lost.
- team cooperation
 - o every member of the team takes part in oral presentation;
 - o members of the team cooperate during presentation.
- improvisation skills;
- ability to address questions;
- presentation respects given time limit (not less, not more).

Course materials

Main textbook

ROBBINS, Stephen P., Mary K. COULTER a Amy RANDEL. Management: Stephen P. Robbins, Mary Coulter (with contributions by Amy Randel). 15e Global edition. Harlow: Pearson, 2021. ISBN 978-1-292-34088-3.

This textbook is available in the faculty library with the call number ORG 1214. It is also available on-line through e-loans service (MUNI login required): [E-prezenčka MUNI / E-loans MUNI](#)

Supplementary literature:

Hersey, Paul - Blanchard, Kenneth H. - Johnson, Dewey E. *Management of organizational behavior : utilizing human resources*. 7. ed. New Jersey : Prentice-Hall, 1996. xxv, 627 s. ISBN 0-13-244112-8.

Managing successful projects with Prince2. Sixth edition. Norwich: Axelos, 2017. ISBN 978-0-11-331533-8.

Study materials from lectures:

Available on-line at:

[ESF:BPH_AMBE Management \(muni.cz\)](#)