MG/IB 348 MANAGEMENT THEORY AND PRACTICE
IES Abroad Vienna

DESCRIPTION: This core course focuses on the fundamental concepts, functions, and skills of management. It is designed to enhance students’ understanding of effective management; to focus on a thorough and systematic coverage of relevant management theory and practice; to cover fundamental management skills and abilities required to run companies and organizations successfully; and to review the foundations of modern management thought.

Management theories are applied to practical business situations in planning, organizing, leading, and controlling of business activities. Students are encouraged to put management concepts and skills into practice by using selected Top Fortune 500 Corporations, Top 100 Arab Corporations, and Top Trend 500 Companies, as well as special sources for case research including actual company information.

The applicability of this course to Vienna is worth emphasizing. Its business school was founded already in 1898, and it is also the birthplace of Peter Drucker, inventor of modern management and the most widely influential management thinker, consultant, and writer on the subject of management theory and practice.

CREDITS: 3 credits

CONTACT HOURS: 45 hours

LANGUAGE OF INSTRUCTION: English

PREREQUISITES:
Majors preferred: International Business, Industrial Management Business, Business Administration, International Management, or other affiliated majors such as Marketing, Finance, Economics, or Accounting

Method of Presentation
- Lectures
- Discussion role games
- Group and individual work
- Student presentations

REQUIRED WORK AND FORM OF ASSESSMENT:
- Class participation and discussions - 10%
- Project: Case Research, Analysis, Report, Presentation - 30%
- Midterm Exam - 25%
- Final Exam - 35%

Class Participation Grading Rubric
LEARNING OUTCOMES:
By the end of the semester, the students will have acquired the following knowledge, understanding, and skills:

- Understand the fundamental concepts and principles of management
- Be knowledgeable of the functions as well as skills of successful management
- Understand theoretical aspect and its application to modern management practice by learning from management cases
- Identify the key competencies required of effective managers
- Carry out the development and practice of the fundamental management competencies
- Be aware of the importance of managerial ethics and social responsibility in management
- Demonstrate critical thinking when presented with managerial issues and problems

ATTENDANCE POLICY:
IES Abroad Vienna requires attendance at all class sessions, including field study excursions, internship meetings, scheduled rehearsals, and exams. Attendance will be taken for every class. If a student misses more than two classes without an excuse, the final grade will be reduced by one-third of a letter grade (for example, A- to B+) for every additional unexcused absence.

Excused Absences are permitted only when:
1) a student is ill (health issues),
2) when class is held on a recognized religious holiday traditionally observed by the particular student, or
3) in the case of a grave incident affecting family members;
4) Exceptions may be made for conflicting academic commitments, but only in writing and only well in advance of missed class time.

A Excellent participation
The student’s contributions reflect an active reading of the assigned bibliography. Skillfully synthesizes the main ideas of the readings and raises questions about the applications and implications of the material. Demonstrates, through questions and comments, that he or she has been capable of relating the main ideas in the readings to the other information discussed in the course, and with his or her own life experience. The student makes informed judgments about the readings and other ideas discussed in class, providing evidence and reasons. He/she respectfully states his/her reactions about other classmates’ opinions, and is capable of contributing to the inquiry spiral with other questions. The student gets fully involved in the completion of the class activities.

B Very good participation
The student’s contributions show that the assigned materials are usually read. Most of the time the main ideas are identified, even though sometimes it seems that applications and implications of the information read were not properly reflected upon. The student is able to construct over others’ contributions, but sometimes seems to interrupt the shared construction to go over tangents. He/she is respectful of others’ ideas. Regularly involved in the activities but occasionally loses concentration or energy.

C Regular participation
The participant evidences a regular reading of the bibliography, but in a superficial way. He/she tries to construct over others’ ideas, but commonly provides comments that indicate lack of preparation about the material. Frequently, contributions are shallow or unarticulated with the discussion in hand.

F Insufficient participation
Consistently, the participant reads in a shallow way or does not read at all. Does not participate in an informed way, and shows lack of interest in constructing over others’ ideas.
<table>
<thead>
<tr>
<th>Week</th>
<th>Content</th>
<th>Readings</th>
</tr>
</thead>
</table>
| 2 | Management and organizations; understanding management context, constraints and challenges; motivation. Project team formation, topics (companies) divided up between the students. | • Robbins 2013, chapters 1-2  
• Wheelen 2012, p. 401-403  
• The Fortune 500 List of the Fortune magazine website  
• Top 100 Companies of the Arab World  
• Trend 500, Austria Case Analysis (Wheelen 2012, p. 388-400) |
| 3 | The manager as decision maker. Managing change and innovation. Functions of management (planning, organizing, leading and controlling: motivation) | • Robbins 2013, chapters 6-7  
• Greenberg 2010, chapter 10 on Decision Making  
• Baldwin 2008, chapter 4 on Motivation |
| 4 | Planning: Foundations of planning. Planning tools and methods. Strategic management. The manager as planner and strategist. | • Robbins 2013, chapters 8-9  
• Wheelen 2012, chapter 1, Basic Concepts of Strategic Management, p. 22-65 (incl. Appendix 1A: Strategic Audit of a Corporation)  
• Cavusgil 2012, chapter 12 on strategy |
| 5 | Organizing: Organizational design and structure | • Robbins 2013, chapters 10-11  
• Cavusgil 2012, chapter 12 on organization |
| 6 | Managing human resources, career management, managing teams | • Robbins 2013, chapters 12-13  
• Cavusgil 2012, chapter 19, human resource management |
| 7 | Leading: Understanding individual behavior. Managers and communication; motivating employees. Managers as leaders | • Robbins 2013, chapters 14-17  
• Greenberg 2010, chapter 6, motivation  
• Greenberg 2010, chapter 11, leadership  
• Baldwin 2008, chapter 7, leadership  
• Greenberg 2010, chapter 8, communication  
• Baldwin 2008, chapter 2, communication |
<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Readings</th>
</tr>
</thead>
</table>
Wheelen 2012, chapter 3  
Greenberg 2010, p. 44-64  
Greenberg 2010, chapter 13-14. Designing effective organizations managing change  
Baldwin 2008, chapter 10, making change  
Baldwin 2008, p. 353-367, conclusion |
| 10   | Effective management for managers today. Future developments in managing behavior in organizations in the global market. The Drucker difference: what Peter Drucker would have said. The Practice of Management. | Kanter 2009  
Selected Peter Drucker readings |

**REQUIRED READINGS:**
- Drucker, Peter: The Essential Drucker. The Best of Sixty Years of Peter Drucker’s Essential Writing on Management.

**RECOMMENDED READINGS:**