

MINISTRY OF HIGHER AND SECONDARY SPECIALIZED EDUCATION OF
THE REPUBLIC OF UZBEKISTAN

NAMANGAN INSTITUTE OF ENGINEERING AND TECHNOLOGY

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“APPROVED”

Vice-rector on educational affairs

_____ R.Isroilov
“ ____ ” _____ 2019 y.

SILLABUS ON

«MANAGEMENT»

Branch of knowledge: 200000- Social cohesion, economics and law

Branch of education: 230000 - Economy

Field of study: 5230100 – Economy
5230400 - Marketing

Namangan-2019

This syllabus was composed at tsue according to the program which was adopted by the ministry of higher and secondary specialized education of the republic of Uzbekistan in 201_ and registered by №_____

Composed

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This syllabus was approved by the Scientific Council of the NamETI on 29 august 2019

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This syllabus has been discussed and recommended at the faculty of "Engineering-technology" and registered by №__ 2019 __ __

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Introduction

Learning about management is important for two reasons. First, our society depends on specialized institutions and organizations to provide the goods and services we desire. Managers have the authority and responsibility to build safe or unsafe products, seek war or peace, build or destroy cities, or clean up or pollute the environment. Managers establish the conditions under which we are provided jobs, incomes, lifestyles, products, services, protection, health care, and knowledge. It would be very difficult to find anyone who is neither a manager nor affected by the decisions of a manager.

Second, individuals not trained as managers often find themselves in managerial positions. Many individuals presently being trained to be teachers, accountants, musicians, salespersons, artists, physicians, or lawyers will one day earn their livings as managers. They will manage schools, accounting firms, orchestras, sales organizations, museums, hospitals, and government agencies. The future success of the Uzbekistan or any industrialized nation in the global village lies in managing productivity, being able to cope with environmental changes, and properly managing the workforce. These challenges will require well-educated, knowledgeable, and hard-working individuals deciding that a management career is of value to them personally.

Management is a set of activities designed to achieve an organization's objectives by using its resources effectively and efficiently in a changing environment. Resources are used to accomplish the manager's intended purpose. **Effectively** means having the intended result, **efficiently** means accomplishing the objectives with a minimum of resources. Both are part of good management—reaching objectives with a minimum of cost. One factor that makes management difficult is that the work situation constantly changes. That is, such factors as employees, technology, competition, and cost vary greatly. **Managers** are individuals who make decisions about the use of the organization's resources, and are concerned with planning, organizing, leading, and controlling the organization's activities so as to reach its objectives.

Although it may seem that management activities are quite diverse, they share some common characteristics.

Second, managers are in charge of the organization's resources—people, equipment, finances, data—and of using these resources to help the organization reach its objectives. How well a manager coordinates the firm's activities and uses its resources determines not only how well the organization accomplishes its objectives but also how he or she will be judged in terms of job performance.

The management practices of an individual affect more than the person himself or herself. Management is characterized by interaction with others, decision making, and completing work tasks. Because such activities are not carried out in isolation, management reaches several different groups connected with the organization. Moreover, management's effect is not neutral. If management is done well, it has a positive impact on these groups; if management is done poorly, it has a negative effect. Finally, it is important to recognize that all management decisions have consequences.

Obviously, a manager's subordinates are directly affected by his or her actions. If the work process is organized well, everyone performs better, which is reflected in the performance appraisals of individual workers. Good performance appraisals often result in increased financial rewards and advancement opportunities. Research also suggests that employees' relationships with their manager strongly affect their work attitudes, such as commitment, satisfaction, and work involvement.¹

Finally, by its very nature, management affects the number and the quality of the organization's goods and services. As we have said, managers coordinate the organization's resources to help it reach organizational objectives. If the manager coordinates poorly or makes poor decisions, the organization's objectives will not be met as well or as quickly.

COURSE TITLE: 5340100, 5520700: **Management**

DESCRIPTION: The purpose of the course will be to provide a thorough understanding management theories, contemporary management application issues, and organizational models as they relate to organizational culture and structure.

SEMESTER: 3, 2019-2020

CLASS HOURS:

No	Type of the lesson	Hours	Semester	Course
1.	LECTURE	36	3	2
2.	PRACTICAL LESSON	36		
3.	INDEPENDENT WORK	61		

INSTRUCTOR: Ibragimov I.

COURSE DELIVERY AND MEETINGS: This course is being conducted where on specified weeks

SKILLS AND ABILITIES TO BE ASSESSED

The skills that students are expected to have developed on completion of this syllabus have been grouped under three main headings:

1. Knowledge and Comprehension;
2. Use of Knowledge;
3. Interpretation and Application.

Knowledge and Comprehension

The examinations will test candidates' skills and ability to:

1. Grasp and recall basic facts, concepts, and principles of management theory;
2. Understand the diverse managerial functions and roles;
3. Understand the impact of workforce diversity on the management of organisations.

Use of Knowledge

The examinations will test candidates' skills and ability to:

1. Select and use facts, theories and concepts appropriately in formulating solutions to business problems;
2. Draw conclusions based on a body of information;
3. Distinguish among various components of business and its environment.

Course Overview:

This survey course is a study of the basic managerial functions of planning, organizing, leading, and controlling resources to accomplish organizational goals. Special emphasis will be placed on skills necessary for a manager to be effective. The course will involve an overview approach to covering the various concepts required for an overall understanding of management's role in the contemporary organization. Course serves as the first course for management majors in the discipline of management and is required for all BBA degrees.

Student Learning Outcomes:

The objective of this course is for each student to be able to know, comprehend, apply, analyze, synthesize and evaluate the basic principles of the fundamentals of managing organizations. Students will complete specific activities, as identified in the syllabus, related to each of the four functions of management: planning, organizing, leading and controlling.

At the close of the semester, student will:

- be prepared for further study in the area of management;
- be able to identify and apply appropriate management techniques for managing contemporary organizations;
- have an understanding of the skills, abilities, and tools needed to obtain a job on a management track in an organization of their choice.

LEARNING OBJECTIVES:

- identify key theories and models examining management structure and behaviors within an organizational setting
- analyze an organization for the purposes of making recommendations for initiating organizational improvement
- understand the challenges involved in making good managerial decisions and be able to apply those theories that can help you improve these skills
- demonstrate the ability to integrate and communicate knowledge, ideas, and innovations about individuals and organizations
- demonstrate information literacy (an ability to find, analyze and extend research studies and their data) with respect to the academic Management Organizational Theory literature
- apply the NDNU hallmarks (community engagement and social justice) to the practice of management and leadership

COURSE ASSIGNMENTS

Discussion Questions: Discussion Questions (DQs) regarding issues relevant to our class. Participation points will be awarded based upon your ability to provide a substantive analysis of the material. This means going beyond just providing a synopsis; rather it means identifying the relevancy (i.e., pros and cons) of the material and what salient information was noteworthy in context of this class.

Team Briefing: Successful teamwork and collaboration are the keys to the success of post-industrial organizations! Small teams of 3-5 students will be formed to explore and analyze selected topics in organizational behavior (see list below). Each team member is responsible for accomplishing cooperatively and on time a briefing that demonstrates the team's scholarly knowledge and ability to present in a professional environment (i.e., power point slides). The goal of the team project will be to prepare and present a 15 minute briefing to the class that

provides a summary of their selected topic as well as all relevant management and organizational theories that are supported by and/or contradicted by this topic.

INDEPENDENT WORK topics which teams can select from

Conflict Management	Empowering Employees
Ethical Management	Human Resource Management
Management and Information Technology	Managing International Project Teams
Managing Generation X'ers	MBO (Management by Objectives)
Motivation and Rewarding Employees	Poor vs. Good Management Strategies
Situational Leadership Strategies	Teams and Teamwork Dynamics

INDEPENDENT WORK: The term paper is the principal experiential learning element of the course. The individual student paper is designed to test your ability to understand and translate theoretical research on organization theory to specific implications for any kind of management issues and concerns. Select a topic (i.e., theory, management issue, or concern) of your choosing that you consider valuable, interesting, and related to the material covered in this course. Your focus should be about what the real-world implications are to an organization. Research any theories that might be used to explain and deal with your topic in order to provide insight into the material. The requirement is for each student to conduct independent research about your selected topic with the goal of submitting a 15 page paper by the assigned due date.

Exams: There will be two required examinations in this course:

1. **Midterm Exam:** This will entail an open book 24 question test (i.e., combination multiple choice, true/false) based upon content covered in the assigned readings and/or lectures.

2. **Midterm Exam:** This will entail an open book 4 questions (i.e., combination multiple choice, true/false) based upon content covered in the assigned readings and/or lectures.

Final Exam: This will entail an open book 4 questions

GRADING PERCENTAGES

Grades will be assigned on the basis of the following percentages:

Attendance, attitude, class activities, & participation	10
Written assignments (homework, cases, exercises) & quizzes	26
Mid-Term Examination	34
Final Examination	30
Total	100

COURSE OUTLINE/CALENDAR (LECTURE)

N^o	Type of the lesson	Themes of the lessons	Hours
1	Lecture	Introduction. The meaning of theoretical work of science	2
2	Lecture	History of management development and modern management	4
3	Lecture	Theoretical basics of management	2
4	Lecture	Employment Management and its methods	4
5	Lecture	Management technology	4
6	Lecture	Organizations and their management	4
7	Lecture	Modern Manager and Leadership	4
8	Lecture	Organization of managerial work	4
9	Lecture	Human Resources Management	4
10	Lecture	Enterprise Power Management	4
Total			36

CALENDAR (PRACTICAL LESSON)

№	Type of the lesson	Themes of the lessons	Hours
1	Practical lesson	Introduction. The meaning of theoretical work of science	2
2	Practical lesson	History of management development and modern management	4
3	Practical lesson	Theoretical basics of management	2
4	Practical lesson	Employment Management and its methods	4
5	Practical lesson	Management technology	4
6	Practical lesson	Organizations and their management	4
7	Practical lesson	Modern Manager and Leadership	4
8	Practical lesson	Organization of managerial work	4
9	Practical lesson	Human Resources Management	4
10	Practical lesson	Enterprise Power Management	4
Total			36

Appendix

On completing the learning activities for each chapter students will be able to do the following:

Chapter 1: Describe the basic functions of management; Identify where in an organization managers are located; Discuss the challenges that people encounter as they become first time managers; Describe the roles that managers adopt to perform the basic functions of management; Outline the competencies that managers must have to be effective.

Chapter 2: Describe the different Basic management models and theories; Explain the difference between models and theories; Describe the main components of models and theories; Explain how each component in the task

environment impacts the organization; Identify the major components of an organization's general environment;

Chapter 3: Explain what Methods, principles and functions of management is; Describe functions of management; Identify the implications of principles for the business enterprise; Discuss different constraints that are limiting the principles and functions of management; Outline the benefits of going global for a business firm; Discuss Principles of Managing Organizations. Describe what is meant by competitive advantage; Explain Subordination of individual to general interests; Explain how operations strategy can lead to competitive advantage;

Chapter 4: Describe the elements of organizational culture; Discuss the importance of organizational subcultures; List four categories of artifacts through which corporate culture is deciphered; Discuss the conditions under which cultural strength improves corporate performance; Identify four strategies to change and strengthen an organization's culture; Compare and contrast four strategies for merging organizational cultures. Explain what is meant by organization architecture; Explain the advantages and disadvantages of centralization and decentralization; Discuss the pros and cons of tall versus flat structures; Outline the different kinds of structure a firm can operate within and explain how strategy should determine structure; Describe the different integrating mechanisms managers can use to achieve coordination within a firm, and explain the link between strategy, environment, and integrating mechanisms.

Chapter 4. Describe the most common types of how a person chooses the optimal alternative, Identify the main pitfalls that managers encounter when engaged in formal planning processes, and describe what can be done to limit those pitfalls; Discuss the major reasons for poor decision, and describe what managers can do to make better decisions.

Chapter 6: Outline the main elements of a communication system; Explain why it is important to match media to a message; Discuss the formal and informal channels through which information flows in organizations; Identify the sources of noise that lead to miscommunication within organizations; Discuss the steps

managers can take to counteract noise and improve communication within their organizations.

Chapter 7: Explain why power and influence are necessary to get things done in organizations; Identify the main sources of managerial power; Discuss the contingencies that influence the magnitude of a manager's power; Outline the various tactics managers can pursue to increase their influence in an organization; Describe what a manager can do to increase the chance of negotiating effectively.

Chapter 8: Describe Human resource management; Explain the difference between Personnel and human resource; Describe the main components of a typical Human resource planning system; Identify the main pitfalls that managers encounter when engaged in formal planning processes, and describe what can be done to limit those pitfalls;

Chapter 9: Explain why good leadership is critical for success as a manager; Summarize the main theoretical approaches to leadership; Identify the behaviors and skills that are commonly associated with effective leadership; Explain how the right approach to leadership might be influenced by important contingencies; Discuss the difference between transformational and transactional leadership.

Chapter 10: Explain why conflict and stress are natural parts of human life; Describe different operating strategies managers can pursue; Explain different levels of conflict; Describe basic stages of conflict.

Chapter 11: Explain what globalization is; Describe the processes that are driving globalization; Identify the implications of globalization for the business enterprise; Discuss different constraints that are limiting the pace of globalization; Outline the benefits of going global for a business firm; Discuss some of the challenges of managing in a global enterprise. Describe what is meant by competitive advantage; Explain how business-level strategy can lead to competitive advantage; Explain how operations strategy can lead to competitive advantage; Explain how corporate-level strategy can lead to competitive advantage.

Chapter 12: Identify the major components of marketing; Explain how each component in the general environment impacts the organization; Discuss the nature of market research; Outline the main components of the internal environment of an organization and articulate their implications for managerial action.

Chapter 13: Define teams and discuss their benefits and limitations; Discuss the success factors Innovation for self-directed teams; Outline the model of team effectiveness; Explain Organizing for innovation; Describe the five stages of organizing; Identify that Bureaucracy is an enemy of innovation;

Evaluation criteria for this project will be based on the following:

1. Effective and accurate use of management terminology and principles.
2. Appropriate application of management principles and theories.
3. Quality and sophistication of writing and expression.
4. Reflective skills assessment and action plan.
5. Amount of preparation as evidenced by your answers (and research supporting them) to the management portfolio questions for your chosen organization.

Literature

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2. Management of organizations. Patrick M. Wright Raymond A. Noe 2011
3. Successful Project Management, 4th Edition by Jack Gido & James Clements (Book reviews by R. Max Wideman), 2009
4. Managing for Quality in Higher Education: A Systems Perspective © 2012 Ben A. Maguad, Ph.D. & Robert M. Krone
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