NAME OF THE COURSE		MANAGEMENT					
Code		EUA103	Year of study	2 (undergraduate)			
Course teacher		Nikša Alfirević, PhD Anita Talaja, PhD	Credits (ECTS)	6			
Associate teachers			Type of instruction (number of hours)	L	S	E	F
				26		26	
Status of the course		Compulsory	Percentage of application of e-learning	40%			

COURSE DESCRIPTION

Course objectives	After completing this course, students will be able to use the fundamental concepts and functions of management (planning, organizing, human resource management, leadership and control).
Course enrolment requirements and entry competences required for the course	None
Learning outcomes expected at the level of the course (4 to 10 learning outcomes)	Learning outcomes (LOs): 1. Interpret the concepts of management and managerial functions, organization and its environment, managerial ethics and social responsibility. 2. Propose the content and form of managerial planning, with the application of strategy, strategic management and decision-making models, processes and techniques. 3. Evaluate the organizational structure, its forms and the organization of management. 4. Formulate a proposal for planning, recruiting, selection and training of human resources and managing their performance and compensation. 5. Recommend the models of leadership, motivation, empowerment and managing interpersonal relationships. 6. Design the controlling process, with the application of performance indicators.

		Lectures		Exercises	
		Topic	Hours	Topic	Hours
	1	Introduction to management: managers' functions, activities and roles. Managerial skills	2	Managerial activities, functions, skills and roles. (Case studies/exercises)	2
	2	Managerial decision-making. Decisions and decision-making conditions. The decision-making process.	2	Managerial decision-making. (Case studies/exercises)	2
	3	Analyzing and managing the organizational environment. Organizational stakeholders. Organizational culture.	2	Analyzing organizational environment. (Case studies/exercises)	2
	4	Ethics and social responsibility of the management.	2	Ethics and social responsibility of the management. (Case studies/exercises)	2
	5	Fundamental determinants of managerial planning. Definition and scope of managerial planning. Planning levels. Stages of managerial	2	Managerial planning. (Case studies/exercises)	2

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Course content broken down in detail by weekly class schedule (syllabus)			planning. Time frames and planning responsibilities.			
	6	Organizational strategy and strategic planning. Strategic management.	2	Strategy and strategic management. (Case studies/exercises)	2
	6	Fundamentals of organizing. Organizational structure.	2	Division of labour. Specialization. (Case studies/exercises) Self-evaluation test 1.	2
	7	Adaptive organizational designs. New approaches to organizing. Flexible work arrangements.	2	Organizational charts. (Case studies/exercises)	2
	8	**Evaluation 1**			
	9	Human resources management. Planning, recruiting and selection of human resources.	2	Planning human resources. (Case studies/exercises)	2
	10	Performance review. Definition and characteristics of different forms of compensation. Compensation management.	2	Employee compensation. (Case studies/exercises)	2
	11	Leadership. Definition, models, characteristics. Contemporary leadership.	2	Leadership styles. (Case studies/exercises)	2
	12	Motivation: definition and theoretical approaches. Empowerment and other contemporary motivational programs.	2	Employee motivation and empowerment. (Case studies/exercises)	2
	13	Interpersonal processes. Groups. Interpersonal and group conflict. Communication in organizations.	2	Communication and conflicts in organizations. (Case studies/exercises)	2
	14	Fundamentals of managerial controlling. Definition and stages of controlling. Levels of control. Tools and systems for managerial control. Performance indicators.	2	Controlling in management. (Case studies/exercises) Self-evaluation test 2.	2
	15	**Evaluation 2**			

Format of instruction	**x lectures** **x seminars and workshops** **x exercises** ☐ *on line* in entirety **x partial e-learning** ☐ field work	**x independent assignments** ☐ multimedia ☐ laboratory ☐ work with mentor ☐ (other)
Student responsibilities	Students have to participate in classes and all assignments. Relevant documentation on student attendance will be maintained. Requirement for the successful completion of the course is 50% of class attendance for regular, full-time students and 25% for part-time students. Students are also required to participate in 2 self-evaluation quizzes on the Moodle system, as to be allowed to participate in final evaluation.	

Screening student work *(name the*	Class attendance	0.5 ECTS	Research		Practical training	

proportion of ECTS credits for each activity so that the total number of ECTS credits is equal to the ECTS value of the course)	Experimental work		Report		Individual work during exercises	2 ECTS*
	Essay		Seminar essay		Individual evaluations (Other)	3 ECTS**
	Tests		Oral exam		Written evaluation of managerial tools and techniques (Other)	2.5 ECTS*
	Written exam		Project		Group work during exercises (Other)	0.5 ECTS

Grading and evaluating student work in class and at the final exam	* Students are required to individually study the study material, available on the Moodle LMS and submit the individual solutions to the case studies, by using the Moodle LMS. Once in the semester, students are expected to prepare an individual presentation of the study material. This presentation will be discussed in class (exercises). Students are expected to participate in discussions, covering all LOs in this subject (during exercises). If the student fails to show their success in LOs, covering the managerial tools and techniques, this can be substituted by a written evaluation of managerial tools and techniques at the end of the semester. ** Two individual evaluations are organized during the semester. The condition to participate in the second evaluation is the positively evaluated first one. The score is calculated as a mean of scores for both evaluations. If the student fails to pass the evaluations, those can be substituted by a final evaluation at the end of the semester. This form of evaluation evaluates the individual success in achieving all the course LOs. Complete evaluation of student work is based on the following weights: • Evaluation of individual LO achievement – based on the two individual evaluations, during the semester, or the final cumulative evaluation, after the end of the semester (60% of the complete evaluation); • Evaluation of individual & group LO achievement of tools and techniques of management – based on the individual presentation of a professional article, case study, or a video lecture material and group discussions on the exercises (40% of the complete evaluation); • Evaluation of LO achievement of tools and techniques of management can be substituted by an individual evaluation of managerial tools and techniques at the end of the semester (40% of the complete evaluation). Score of the individual evaluation is presented as a percentage (on the scale of 0% to 100%). Overall evaluation is based on the weighted average score. The minimum score for the class to be successfully completed is 50% of the overall weighted average score. Marks, describing the LO achievement, are associated with the following values of the overall weighted average score: • 50-58% - satisfactory (2) • 59-71% - good (3) • 72-84% - very good (4) • 85-100% -excellent (5).

	Title	Number of copies in the library	Availability via other media
Required literature (available in the library and via other media)	Robbins, S. P.; Coulter, M.: Management (15th Ed), Pearson Education, Harlow, 2021.		
Optional literature (at the time of submission of study programme proposal)			
Quality assurance methods that ensure the acquisition of exit competences	• Monitoring student's class attendance (teacher) • Class quality supervisions (Vice-Dean) • Analysis of student success (Vice-Dean) • Student survey on the quality of teachers and teaching (University of Split, Centre for Quality Improvement) • All LOs are evaluated as previously described. The evaluation content and methodology are reassessed periodically, as to assess if they are relevant for achievement of LOs.		
Other (as the proposer wishes to add)			

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