



**LUND**  
UNIVERSITY

School of Economics and Management

**MGTN36, Functions of Management, 15 credits**  
*Management: Företagsledningens grundfunktioner, 15  
högskolepoäng*  
Second Cycle / Avancerad nivå

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### Details of approval

The syllabus was approved by Academic Director of Studies at Department of Business Administration on 2016-03-18 and was last revised on 2016-03-15. The revised syllabus applies from 2016-08-29, autumn semester 2016.

### General Information

MGTN36 is a course in Business Administration at the advanced level.

*Language of instruction:* English

*Main field of studies*

Management

*Depth of study relative to the degree requirements*

A1N, Second cycle, has only first-cycle course/s as entry requirements

### Learning outcomes

The course goal is to develop the students' understanding of management through knowledge about central functions of management, especially knowledge of central perspectives in (1) strategic management, (2) marketing management, (3) management control, (4) organisation coordination and organisational design, and (5) innovation management. A central assumption is that management is analytical and integrational in its nature. Special attention is therefor put on the students understanding of how theories and models from these central perspectives can be used analytically and on how these perspectives are related in various managerial contexts.

A passing grade on the course will be awarded to students who:

### Knowledge and understanding

- Demonstrate knowledge and understanding of fundamental theories and models in the above knowledge areas
- Demonstrate knowledge and understanding of the underlying assumptions in the above knowledge areas
- Demonstrate knowledge and understanding of how the above theories and models are applied in organisations
- Demonstrate an understanding of the managerial aspects of fundamental theories and models in the above knowledge areas

### **Competence and skills**

- Are able to identify and analyse the strength and weakness in the discussed theories and models incl their applicability in management contexts
- Can use discussed theories and models in analysing relevant issues in various managerial situations
- Via the use of relevant models and concepts are able to identify important management problems.
- Via the use of relevant models and concepts are able to discuss possible solutions to identified management problems.
- Can apply relevant models and concepts to managerial decision-making situations.

### **Judgement and approach**

- Demonstrate an ability to reflect on and critically discuss the discussed theories and their application in a managerial context
- Demonstrate the ability to reflect on ethical aspects of applying the discussed theories and models
- Demonstrate the ability to clearly discuss personal conclusions, and the arguments on which they are based, in dialogue with others in both speech and writing.

### **Course content**

This course provides a broad overview of key theories; models and concepts related five central perspectives on management:

1. Strategic Positioning and the Strategy Process, in particular:
  - The development of strategy theory and research over time and how this development can be linked to the development in society and the challenges faced by managers of organizations over history.
  - The key concepts, tools and theories within the field of strategy theory and relates this to problems and challenges facing managers of organizations in the private as well as the public sector.
  - The ability to identify and critically assess managerial problems related to the strategy process.
2. Marketing Management in Consumer and Industrial Markets, in particular
  - Transactional marketing perspective. How marketing is conducted on consumer markets. Market orientation. Segmentation, targeting, positioning, product, price, place and promotion. The marketing planning cycle.
  - Relationship marketing perspective. How marketing is conducted on business/industrial markets. Relationship marketing orientation. Interactions, relationships, networks and trust. Activities, resources and actors. Professional buying and purchasing.
  - Service marketing perspective. How service marketing is conducted on consumer and business/industrial markets. Service-dominant logic. Product vs. service

offerings. The complexity of service offerings and the management of service quality.

### 3. Organization, Coordination and Design, in particular:

- Why do we have organizations? Specialization, productivity and the need for integration and coordination.
- Organizational configurations: Organizational parts, structures, coordination mechanisms, formal and informal organizations, formalization, specialization, standardization and (de-) centralization.
- Value creating processes: Resource efficiency vs. flow efficiency, work processes vs. work units, lean.
- Designing the effective organization: The importance of context and the impact on managerial work, innovation, motivation and knowledge work.

### 4. Management control, in particular:

- Financial reports and profitability analysis. Income statement, balance sheet, Du Pont analysis and the management of financial results.
- Management control tools. Budgeting, financial and non-financial performance indicators, management control system.
- Costing techniques. Product costing in relation to existing products and services, and in relation to product development and target costing.

### 5. Innovation, in particular:

- Innovation in society and business. Historical development of the theory on innovation and how it is related to social and industrial development over time.
- Dynamics of innovation. How innovation and new venture development affect the dynamics of competition. Stages of industrial and product development. The role of and responses to disruptive technologies.
- Models and modes of innovation. Open and closed innovation models. Science driven versus interactive modes of innovation.
- Markets and innovation. How customers, users, and markets are involved in innovation processes. Market driven versus market driving. User driven innovation and co-creation.

## Course design

The course consists of lectures, discussions and student presentations. The structure of the course is further communicated in Course Instructions (distributed separately).

## Assessment

Assessment and grading are based on two parts:

1. One or more group assignment presented and discussed in class. The focus is on the ability to apply, present and discuss the contents of the course.
2. One or more individual written paper focusing on the understanding of core concepts and models of the course.

A student who does not pass the assignment(s) (1) will be given an extra assignment.

A student who does not pass the written paper(s) (2) will be given opportunities for a re-sit examination.

*Subcourses that are part of this course can be found in an appendix at the end of this document.*

## Grades

Marking scale: Fail, E, D, C, B, A.

**Grade** (Definition) Points or % out of maximum points. Characteristic.

**A** (Excellent) 85-100. A distinguished result that is excellent with regard to theoretical depth, practical relevance, analytical ability and independent thought.

**B** (Very good) 75-84. A very good result with regard to theoretical depth, practical relevance, analytical ability and independent thought.

**C** (Good) 65-74. The result is of a good standard with regard to theoretical depth, practical relevance, analytical ability and independent thought and lives up to expectations.

**D** (Satisfactory) 55-64. The result is of a satisfactory standard with regard to theoretical depth, practical relevance, analytical ability and independent thought.

**E** (Sufficient) 50-54. The result satisfies the minimum requirements with regard to theoretical depth, practical relevance, analytical ability and independent thought, but not more.

**F** (U) (Fail) 0-49. The result does not meet the minimum requirements with regard to theoretical depth, practical relevance, analytical ability and independent thought.

Some occasional examination elements of the course may have the grading scale: Pass (D)/Fail U(F).

*Plagiarism is considered to be a very serious academic offence. The University will take disciplinary actions against any kind of attempted malpractice in examinations and assessments. The penalty that may be imposed for this, and other improper practices in examinations or assessments, includes suspension from the University for a specific period of time.*

## Entry requirements

Students admitted to the programme Master of Science in Management, where this course is a compulsory part, are qualified for the course.

## Further information

The course MGTN36 corresponds to the courses MGTN31, MGTN32, MGTN33, MGTN34 and MGTN35. Only one of these courses may be included in the same degree.

In case of closure of the course: Within three semesters after the course closure there will be offered three additional occasions for examination of respective examination part of the course, for students with no successful result. Note that after this you can get a certificate only regarding completed examination parts.

## Subcourses in MGTN36, Functions of Management

Applies from H17

- 1604 Written Team Assignment A, 10,0 hp  
Grading scale: Fail, E, D, C, B, A
- 1605 Written Individual Assignment, 5,0 hp  
Grading scale: Fail, Pass

Applies from H16

- 1601 Written exam A, 4,0 hp  
Grading scale: Fail, Pass
- 1602 Written team assignment B, 4,0 hp  
Grading scale: Fail, Pass
- 1603 Written individual assignment, 7,0 hp  
Grading scale: Fail, Pass