



School of Economics and Management

## **MGTN47, Management: Understanding Management, 10 credits**

*Management: Understanding Management, 10 högskolepoäng*  
Second Cycle / Avancerad nivå

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### **Details of approval**

The syllabus is an old version, approved by Academic Director of Studies at Department of Business Administration on 2016-02-16 and was valid from 2016-02-16, autumn semester 2016.

### **General Information**

*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 goals are to develop the students' theoretical knowledge of theories, models and concepts as well as skills and abilities related to:

1. The concept and praxis of managing organisations and their activities
2. The concept and praxis of decision making in managerial contexts
3. How moral norms and values affect conditions for management and the prospects for organizations to achieve their goals
4. How legal systems affect conditions for managerial decision making and execution

### **Knowledge and understanding**

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

- demonstrate knowledge and understanding of fundamental theories and models in the above knowledge areas
- demonstrate knowledge and understanding of research behind the above knowledge areas

- demonstrate knowledge and understanding of how the above theories and models are applied in organisations

### **Competence and skills**

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

- are able to identify and analyse the strength and weakness in the discussed theories and models incl their applicability in a management context
- can use the discussed theories and models in analysing relevant issues in various managerial situations
- can use the discussed theories and models in the various managerial situations provided in the course
- can reflect on their own competence and skill in applying the discussed theories and models

### **Judgement and approach**

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

- demonstrate an ability to reflect on and critically discuss the discussed theories and their application
- demonstrate the ability to reflect on ethical aspects of applying the discussed theories and models
- demonstrate the ability to assess their own understanding of and application of the theories and models discussed

### **Course content**

The concept and praxis of managing is complex and to some extent elusive. Never the less, management and managing is an essential element in organisations and in our understanding of organisations. This course provides a broad overview of some key aspects of management/managing both on an academic and explicit level and on a pragmatic and tacit level. The contents of the course is divided into the following parts:

The concept and practice of management:

Management is practical, contextual and complex and is seen, in this course, as a mix of Science and Craft. In this course we present both the explicit and analytic elements of Management as well as the tacit and experiential elements. Topics covered are: Management contexts and conditions; Management roles and expectations; and Management knowledge, skills, and attitudes.

Human cognition and decision-making:

Decision making, often under uncertainty, is an essential aspect of management. The course provides a broad overview as well as practical application of key theories and models in behavioural economics and psychology. Topics covered are: Judgment and choice biases; Decision under risk and Intuition and deliberation.

Moral competence:

Moral norms and values affect conditions for management and the prospects for organizations to achieve their goals. Management is related to power and often has far reaching consequences. The course provides an overview as well as practical application of moral philosophical concepts and theories used to analyse moral issues in a managerial context. Topics covered are: Moral issues in management practice; Normative theories; The function and evolution of moral norms and Moral norms and cultural relativism.

Managerial decisions in a legal context:

Managerial decision-making and execution is taking place inside various legal systems. Acquiring a basic understanding of the role legal systems play in society and in particular how they affect managers is vital. The course introduces legal thinking and it provides an overview as well as practical application of legal concepts and methods used to analyse the relevant legal consequences of managerial decision-making and execution. Topics covered are: What is law and what is a legal system? Organisations in legal environments, Territoriality in law, Private and public law, Mandatory provisions and party autonomy.

## Course design

The course consists partly of lectures, discussions and student presentations and partly of various workshops and student projects. The structure of the course is further communicated in Course Instructions (distributed separately). The course runs over two semesters and parallel with other courses in the program. Various elements in this course are integrated with elements in other courses in the program. The fall semester (part A) is 6 credits and the spring semester (part B) is 4 credits.

## Assessment

Assessment and grading are based on three parts:

One or more group assignment, which is presented and discussed in class. The focus is on the ability to apply, present and discuss the content of the course.

A student project focusing on clinically solving a practical management/organisation problem (client based)

Two individual written paper that focuses on the student's understanding of and ability to reflect on core concepts and models of the course (handed in at the end of part A and B).

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

A student who does not pass the student project (2) will be given other, equivalent assignments.

A student who does not pass the individual written paper(s) (3) will be given opportunities for re-sit examination.

If a written exam is included in the examination: A student who is graded Fail after two examinations on the written exam has the opportunity to request an additional task. The grade of this additional task is U or E and should be made no later than the semester following the semester when the student was registered at the course.

## 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**

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.