



School of Economics and Management

## MGTO38, Management: Functions of Management, 15 credits

*Management: Organisationsledningens 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 2020-04-29 to be valid from 2020-04-29, autumn semester 2020.

### General Information

MGTO38 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, and (4) organisation coordination and organisational design. A central assumption is that management is analytical and integrational in its nature. Special attention is therefore 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 show:

### 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 including 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 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
- 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 to five central perspectives on management:

#### **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 time.
- 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.

#### **Marketing Management, in particular:**

- Companies and other organisations' understanding of and interaction with markets, stakeholders and society. How marketing is conducted on consumer markets. How marketing is conducted on business/industrial markets.
- Relationship marketing orientation. Interactions, relationships, networks, trust and corporate social responsibility.
- 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.

### **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.
- Designing the effective organization: The importance of context and the impact on managerial work, innovation, motivation and knowledge work.

### **Management Control, in particular:**

- Financial reports and profitability analysis. Income statement, balance sheet, Du Pont analysis and the management of financial results, and cost dynamic
- Management control tools. Budgeting, financial and non-financial performance indicators, balanced score cards, management control system.
- Investment calculations, cash flow planning, analyses of working capital requirements.

## **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 assignments 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 assignments 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 assignment(s) (2) will be given a re-exam.

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

The examiner, in consultation with Disability Support Services, may deviate from the regular form of examination in order to provide a permanently disabled student with a form of examination equivalent to that of a student without a disability.

*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.

An undergraduate degree (BA/BSc) equivalent to 180 credits

English 6/English course B.

## **Further information**

The course MGTN38 corresponds to the courses MGTN31, MGTN32, MGTN33, MGTN34 and MGTN35, MGTN36, MGTN37 and MGTN38. 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.

Minor revision. Currently 13 cr, new course design 15 cr.

## Subcourses in MGTO38, Management: Functions of Management

Applies from H22

- 2201 Written team assignment–A case, 8,0 hp  
Grading scale: Fail, E, D, C, B, A
- 2203 Individual assignment – exam, 7,0 hp  
Grading scale: Fail, E, D, C, B, A

Applies from H20

- 2001 Written team assignment–A case, 8,0 hp  
Grading scale: Fail, E, D, C, B, A
- 2002 Written team assignment–B, 2,0 hp  
Grading scale: Fail, Pass
- 2003 Individual assignment – exam, 5,0 hp  
Grading scale: Fail, E, D, C, B, A